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JULY 2015

Now that there's "a PC on every desktop," Microsoft CEO **Satya Nadella** is defining the company's place in a mobile-first, cloud-first world.

WHAT'S NEXT

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You know you've acclimated to Seattle when you don't even bother carrying an umbrella anymore. The city more than makes up for its above-average rainfall with spectacular mountain and water views, a laid-back but ambitious ethos, fantastic food and some of the world's best coffee. Plus, this gateway to Asia is home to captains of industry who opt for jeans over three-piece suits. Win.

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ON THE COVER: Satya Nadella; photo courtesy of Microsoft.

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KEEPING THE GLOBAL SKIES OPEN

Fair and open competition internationally is in the best interest of airlines, their customers and employees

Richard Anderson, CEO of Delta Air Lines

FOR ANYONE WHO TRAVELS INTERNATIONALLY, an important achievement of the past two decades has been the concept of Open Skies. The term is shorthand for agreements between nations that allow each country's airlines free and open access to the other country's market without government interference.

It's because of Open Skies that you can conveniently fly to nearly any point on the globe, with a variety of airlines competing for your business. That competition is critical to the success of Open Skies, as is the fact that it is based on fair competition free of government distortion.

Delta, along with the rest of the U.S. airline industry, has strongly supported Open Skies, and to date 114 such agreements have been signed. But it has recently become clear that two of these agreements just are not working because the nations in question—Qatar and the United Arab Emirates—are not following the rules.

Etihad, Emirates and Qatar airways are three airlines created, supported and owned by their countries, and their main goal is to develop their national economies. As a result, these three airlines are running their business not according to the fiduciary responsibilities that come with being governed by the laws of supply and demand but with a budget that has been propped up by more than $42 billion in direct government subsidies over the past decade. These airlines are not being operated as businesses, but as economic development tools by their home countries with the goal of dominating global aviation.

They are the fastest-growing airlines in the world. Since 2007, these airlines have increased their seats to and from the United States nearly fivefold—far more capacity than is justified by their small populations. Rather than transporting people to and from their home markets, their primary aim is to connect passengers traveling between other countries through their hubs in Doha, Dubai and Abu Dhabi.

This is not how Open Skies was intended. The unprecedented subsidies violate free and fair competition, the very foundation of Open Skies. They

5 THINGS TO KNOW ABOUT DELTA THIS MONTH

1. As the official airline of the Whitney Museum of American Art in New York, Delta's Diamond, Platinum, Gold and Silver SkyMiles® members and one guest now have free admission on the first Friday of every month.
2. The Peachtree Road Race, organized by the Atlanta Track Club, is the largest 10K race in the world, and Delta is the official airline. This year marks the 46th race, which helps kick off the city's Fourth of July festivities.
3. Who wouldn't want to join the 60,000 visitors who descend upon Seattle's Ballard neighborhood for a two-day celebration of seafood? Taking place July 11-12, the festival features lots of seafood, music, arts and crafts and more!
4. Delta Air Lines is proud to be partnering with KaBOOM! for the third time to build a playground in the Seattle area. Approximately 125 volunteers will come together to build a cutting-edge playground in one day.
5. Starting July 9, Delta will offer daily nonstop flights from LAX to Shanghai connecting customers to more than 25 cities in China. The service offers full flat-bed seats in BusinessElite® and plenty of comfort throughout.

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distort the markets, drawing passenger traffic away from U.S. airlines and their joint venture partners in Europe without stimulating new demand. That hurts the ability of U.S. airlines to grow internationally and has a real impact on American jobs—an estimated 800 jobs are lost every time a U.S. carrier is forced to drop a route.

The United States has long had a clear policy that government subsidies are bad for international trade. The U.S. has litigated countless cases through the World Trade Organization against foreign governments for subsidizing manufacturing, aerospace, agriculture, steel and many other sectors. This situation is no different. In fact, many nations, including Canada, Germany and the Netherlands, have imposed strict limits on the amount of service the Gulf carriers can provide to their countries due to the impact of excessive government subsidies.

That's why Delta, along with United and American airlines and several labor groups, have created the Partnership for Open and Fair Skies, which is asking the U.S. government to open consultations with Qatar and the UAE to negotiate a solution that allows fair and free competition on international routes. U.S. airline employees can compete with any airline in the world, but the playing field has to be level. That's simply not the case when it comes to Qatar and the UAE.

We're asking our customers to help by going to openandfairskies.com, where you can learn more about the issue and sign a petition. With your support, we can find a solution that allows for fair and open competition and expanded growth and economic development. Ultimately, a level playing field is in the best interest of airline passengers and employees across the world.

Thanks for flying with us.

Sincerely,

Richard

Richard Anderson
Chief Executive Officer
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MANTENIENDO LOS CIELOS ABIERTOS

La competencia justa y abierta a nivel internacional es lo mejor para las aerolíneas, los clientes y los empleados

UNO DE LOS LOGROS MÁS IMPORTANTES PARA LOS VIAJEROS INTERNACIONALES en las últimas dos decadas ha sido el concepto de 'Cielos Abiertos' (Open Skies). El término resume una serie de acuerdos entre las naciones para permitir que todas las aerolíneas tengan un libre acceso al mercado de otros paises sin interferencia de los gobiernos.

Como resultado de este convenio usted puede volar convenientemente a casi cualquier lugar en el planeta debido a la competencia existente entre las aerolíneas que buscan prestar estos servicios. La competencia justa y abierta es esencial para el éxito de *Cielos Abiertos* ya que está basada en la no intromisión de los gobiernos.

Delta, junto con el resto de la industria de la aviación comercial en los Estados Unidos, ha apoyado ampliamente el acuerdo de *Cielos Abiertos* y, hasta la fecha, ya se han firmado 114 acuerdos de este tipo. Sin embargo, hace poco se estableció que dos de estos acuerdos no están funcionando debido a que los paises involucrados, Catar y los Emiratos Árabes Unidos, no están cumpliendo con las normas

Las aerolíneas *Etihad*, *Emirates* y *Qatar* son tres empresas creadas, respaldadas financieramente y de propiedad de estos paises cuyo principal objetivo es desarrollar sus economías nacionales. Como resultado, durante la última década, estas compañías han sido operadas ignorando las responsabilidades fiduciarias resultantes de las leyes de oferta y demanda y en su lugar han dependido de un presupuesto de más de US$42 mil millones creado por subsidios gubernamentales. Las aerolíneas no están siendo operadas en sus paises de origen como negocios, sino como herramientas de desarrollo económico con el fin de dominar la aviación mundial.

Estas son las aerolíneas que están experimentando el más rápido crecimiento en la industria. Desde 2007, casi han quintuplicado su capacidad de sillas en vuelos hacia y desde los Estados Unidos –una capacidad mucho mayor en relación con sus pequeñas poblaciones locales. En lugar de transportar pasajeros desde y hacia sus mercados de origen, su principal meta es la de conectar personas que viajan entre otros paises utilizando centros de operaciones en Doha, Dubai y Abu Dabi

Esta practica no fue el objetivo inicial de *Cielos Abiertos*. Los subsidios inauditos violan la competencia justa y abierta la cual es la base esencial del acuerdo. Esta acción distorsiona los mercados y elimina el tráfico de pasajeros en aerolíneas estadounidenses y sus socios de empresas conjuntas de Europa. Sin estimular nueva demanda, afecta negativamente la habilidad de crecimiento de las aerolíneas en los Estados Unidos a nivel internacional y tiene un impacto real en la fuerza laboral del país –se estima que 800 trabajos son eliminados cada vez que una aerolínea estadounidense es obligada a abandonar una ruta.

Por mucho tiempo, los Estados Unidos ha tenido muy claro que los subsidios de los gobiernos generan un impacto negativo en el comercio internacional. El país ha puesto en marcha una gran cantidad de demandas a gobiernos extranjeros a través de la Organización Mundial de Comercio por subsidiar manufactura, industria aeroespacial, agricultura, acero y muchos otros sectores. En este caso, la situación no es diferente. Muchas naciones, incluyendo Canadá, Alemania y Holanda, han impuesto límites estrictos a la cantidad de servicios que las aerolíneas del Golfo pueden ofrecer a estos paises debido al impacto de un excesivo subsidio gubernamental

Por esta razón *Delta*, junto con *United*, *American Airlines* y muchos otros grupos laborales, han creado una asociación para 'Cielos Justos e Imparciales' solicitando al gobierno norteamericano abrir el diálogo con Catar y los Emiratos Árabes Unidos para negociar soluciones que permitan una competencia libre y justa en las rutas internacionales. Los empleados de las aerolíneas estadounidenses pueden competir con cualquier otra aerolínea en el mundo, pero es necesario nivelar las condiciones de competencia. Este no es el caso en lo relacionado con Catar y los Emiratos Árabes Unidos.

Delta está pidiendo a los clientes su cooperación entrando a la pagina *openandfairskies.com*, donde podrán aprender más sobre esta situación y luego firmar una petición. Con su ayuda podemos encontrar una solución que permita la competencia justa y abierta, y a su vez expanda el crecimiento y desarrollo económico. Al final, este tipo de competencia contribuirá al mayor beneficio de los clientes y empleados de aerolíneas en todo el mundo.

Gracias por volar con nosotros.

Cordialmente,

Richard Anderson
Director Ejecutivo
Delta Air Lines

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4 **Despegando**
No dejes de leer nuestra sección en español en la página 117 de *SKY*

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Georgia
On My Mind

HENRI DAUSSI

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WHEELS UP

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BY THE NUMBERS

HISTORY'S NEW HOME

Visitors to Washington, D.C., this summer will have plenty to see. But one view they won't want to miss is from the first floor of the West Wing of the National Museum of American History, where a panoramic window shows off the Washington Monument and the National Museum of African American History and Culture. What's inside is just as interesting: The first floor celebrates innovation, with displays of game-changing items such as the [illegible] light bulb and the Apple 1 computer. More history's in store when the second and third floors open in 2017 and 2018.

4 million
Approximate visits in 2014 to the National Museum of American History, the third-most-visited Smithsonian museum after the National Museum of Natural History and the National Air and Space Museum.

465 BCE
"Before the common era" date of one of the oldest items on view in the Value of Money exhibition in the museum's new West Wing. The artifact, a decadrachm, is a coin from Syracuse, Sicily.

$0
Cost of admission to all but one of the 19 Smithsonian Institution museums or galleries and the National Zoo, which are open every day of the year except Christmas. (The Cooper-Hewitt Museum charges a fee.)

120,000
Square footage of the American History Museum's three-floor West Wing. Each floor has a distinct theme: innovation on one, the building of America on two and culture on three.

SMITHSONIAN NATIONAL MUSEUM OF AMERICAN HISTORY, EXHIBIT ITEMS/

ILLUSTRATION BY MILES DONOVAN

Trams run along Johnston Road through the heart of Wan Chai.

HKG

HONG KONG

The lush, historic Wan Chai neighborhood offers a cool respite from the city's frantic energy

Why Now: Hong Kong's vibe may be on pulsating overdrive, but the tangle of dead-end streets and tree-shaded squares that make up Wan Chai (which means "little bay" in Cantonese) attracts star chefs, ace coffee roasters, avant-garde fashion designers and artists. It's easily one of the hippest 'hoods in this thriving city.

Where to Go: Prepare to get lost wandering the maze of Sun, Moon, Star and St. Francis streets. Walk the extremely low-traffic precinct of Sau Wa Fong, visiting Igloo Homeware for ultra-modern home accents and wood furniture, Simply Pleasure for beautifully elegant women's clothing, and Incredibles, an emporium of menswear by under-the-radar brands such as Barns Outfitters and Henry & Henry. Visit the first outpost of Kapok, which Frenchman Arnaud Castel founded in 2006. His "future classics" style of curating the store's wares—from fragrances and technology to apparel—has made it the place to find a kitschy gift. Drop off the day's spoils in a luxe room at the stunning Island Shangri-La (technically just outside Wan Chai proper but worth the sub-five-minute walk) before striking back out. For a taste of the history that still thrives in the neighborhood, have a milk tea and stir-fried flat noodles at Duk Yu (a *cha chaan teng*, or tea restaurant) and drink in that elusive blend of old and new that this district has in spades. —JENNIFER BRADLEY FRANKLIN

HIT THE TOWN

- **22 Ships**
  Try the yuzu-scallop ceviche at this spot from Michelin-starred British chef Jason Atherton.
- **Odd One Out**
- **The Coffee Academics**

BOARDING PASS

TOKYO

Break from the manic city buzz with a trip east to the Yanesen area. Greet gongen-style architecture at the lush and peaceful **Nezu-jinja Shrine.** Then take an easy pace north for handcrafted wares. At **Amezaiku Yoshihara,** candy artists cut and pull taffy into animal shapes, and nearby **Isetatsu** sells woodblock prints of Edo patterns and scenes. End at **Yanesen Tourist Info. & Culture Centre** for lessons in calligraphy, flower arranging and other Japanese traditions.

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Photographed at Streamsong® Resort, Florida

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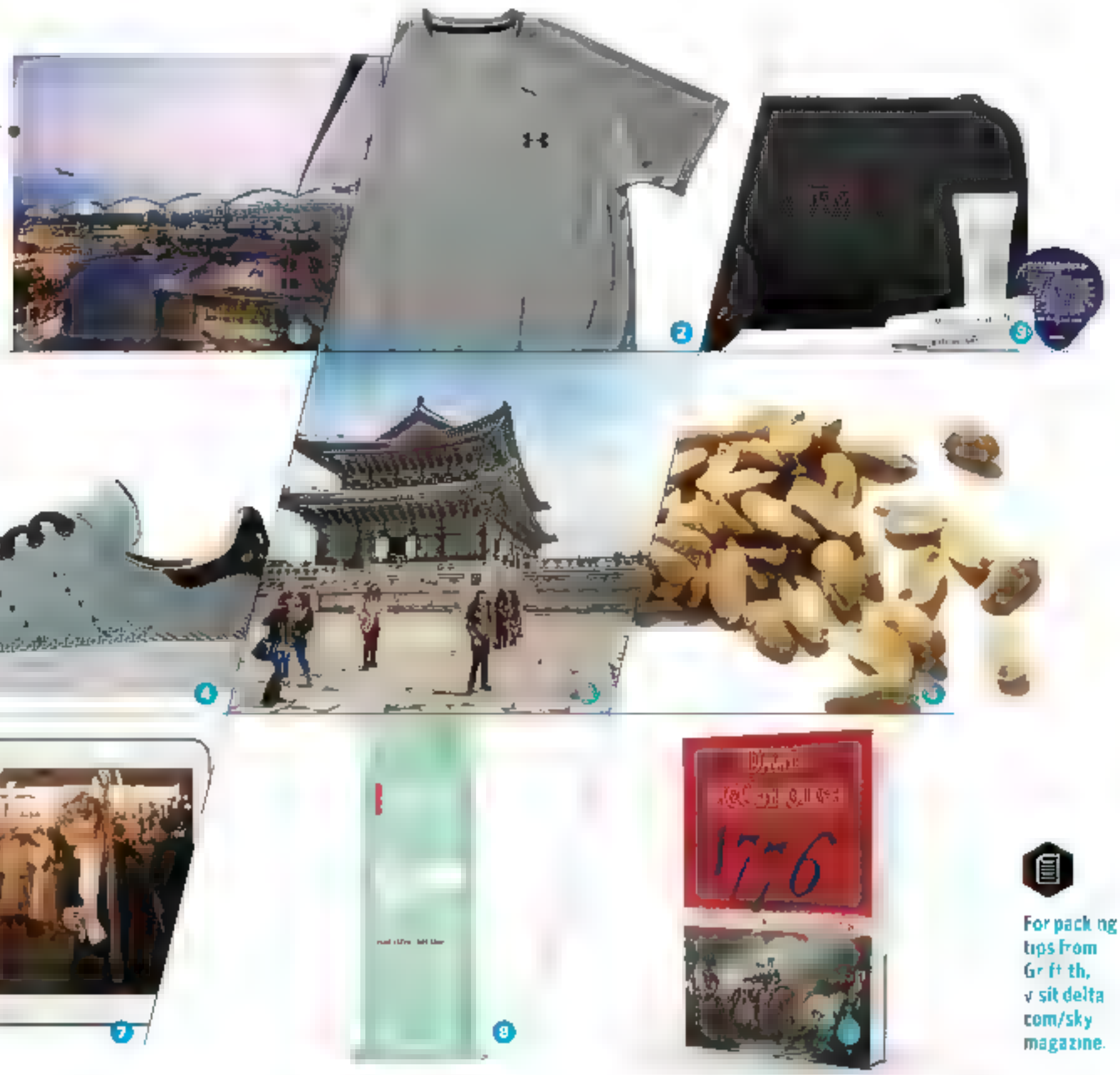
PRESIDENT AND CEO OF TUMI

At Tumi, products are put through more than 30 tests to ensure they can withstand just about anything. In one, suitcases are filled with weights, hung by the handles and dropped to make sure the handles don't break. In another, luggage is run through a machine that looks like a big clothes dryer. Only after a bag has passed every degree of stress does it enter the market. "If you're a regular traveler, you don't want things to break on you," says Jerome Griffith. Tumi recently partnered with Delta to provide two newly designed, stylish amenity kits to Delta One passengers. —**MATT McCUE**



THE HONG KONG AIRPORT IS KNOWN FOR ITS ECLECTIC SHOPPING

1 FAVORITE AIRPORT Hong Kong. **2 TRAVEL ESSENTIAL** Under Armour workout gear. **3 TUMI-DELTA PARTNERSHIP** Newly designed hard- and soft-sided Tumi amenity kits for Delta One passengers. **4 TRAVEL OUTFIT** Vince jeans, Corneliani jacket and Adidas sneakers. **5 MOST-RECENT TRIP** "To Korea to meet with our business partners." **6 IN-FLIGHT SNACK** Peanuts. **7 IN-FLIGHT FLICKS** *The Imitation Game* and *The Theory of Everything*. **8 ESSENTIAL GROOMING ITEMS** "I use the Biotherm brand for everything. My wife recommended it." **9 MOST-RECENT BOOK** *The Tourist* by Olen Steinhauer. "Other authors I read on my Kindle app are David McCullough, Doris Kearns Goodwin and Stephen Ambrose." **IN-FLIGHT NEWSPAPERS** "*The Wall Street Journal*, *USA Today*, *The Huffington Post* and the *New York Post* on my iPad." **FAVORITE LUGGAGE** "I use the Tumi Alpha 2 Continental Expandable 4 Wheeled Carry-On. I carry on, and I can get a week out of that thing."

For packing tips from Griffith, visit delta.com/skymagazine.

BRYAN DERBAL (4) COURTESY OF TUMI; GRACE H. HONG (INTERNATIONAL AIRPORT); MICHAEL HEUPPOCKSON (PZ 8); COUR ESY TUMI (13); COURTESY ADIDAS (4); JAMIE SHEARER/ISTOCK.COM; RSI COURTESY SAMSUNG (4); DFO (1); ULTRA JUELS (1)

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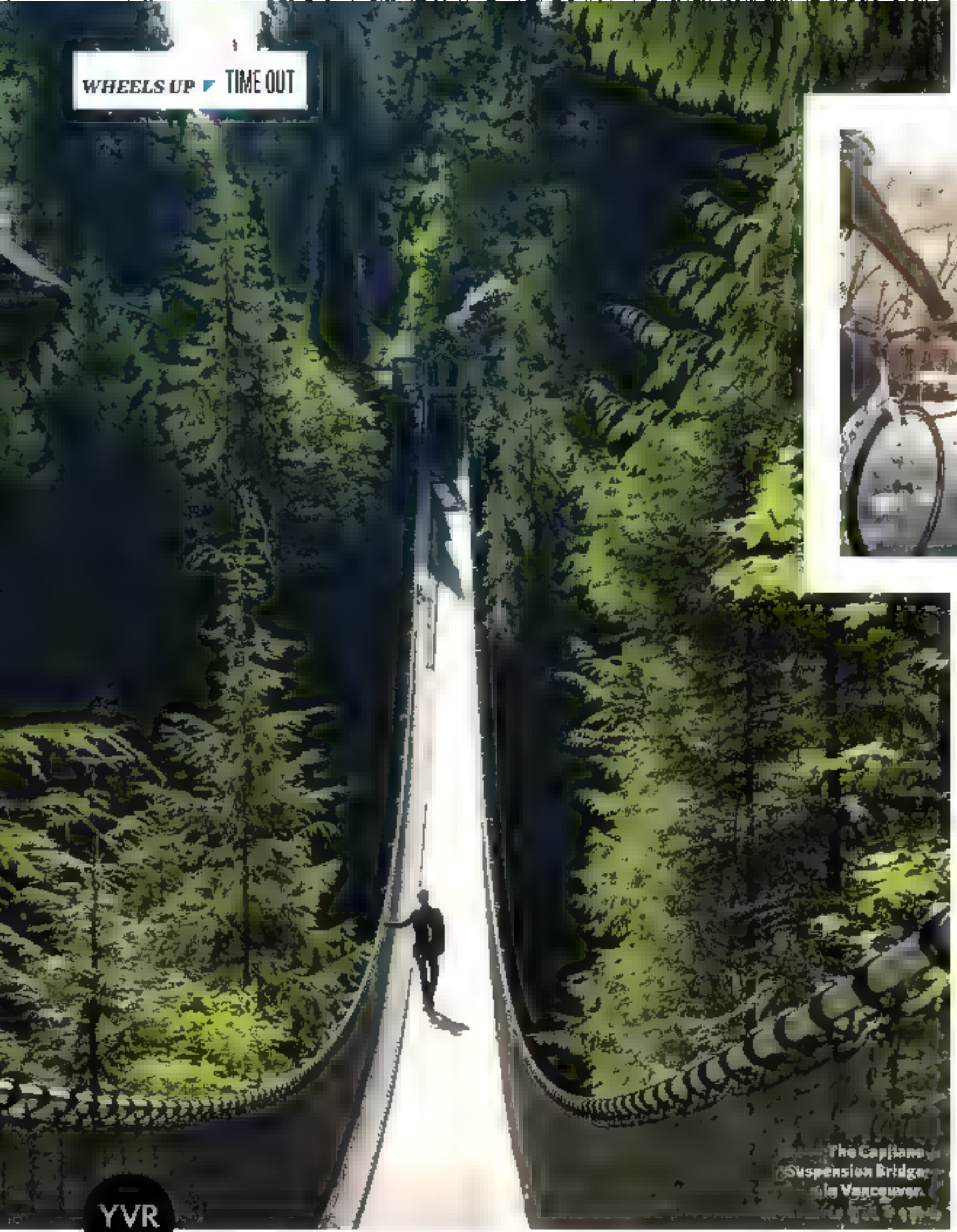


The Capilano Suspension Bridge in Vancouver.

YVR

VANCOUVER

You've got an extra day to kill in British Columbia's largest city. Here's what you do. BY CHARYN PFEUFFER

ONCE CROWDS FROM THE FIFA WOMEN'S WORLD CUP CANADA 2015 die down early this month (Vancouver has been one of the hosts), a renewed sense of calm will return to one of the world's most consistently ranked livable cities, making it a perfect time to visit. Wedged spectacularly between the white-peaked mountains of the Coastal Range and the orca-filled waters of the Strait of Georgia, the city primped its infrastructure for the 2010 Winter Olympics. Getting from Vancouver International Airport to downtown via the Canada Line SkyTrain is now a snap. Once there, walk, bike or take advantage of the Aquabus to explore this vibrant urban peninsula.

SAY CHEERS

On Granville Island, raise your spirits with skillfully made craft cocktails during happy hour at **The Liberty Distillery.** Sit outside and people-watch at **Tableau Bar Bistro** at the Sheraton Hotel while sipping British Columbian wines, many organic or biodynamic. Swap booze for beer at **Brassneck Brewery,** an industrial-chic tasting room with a popular growler filling station.

MUST-EATS

Request a window seat at **Miku** to enjoy spectacular views of Burrard Inlet while lunching on Miku Zen, a bento box that includes flame-seared aburi sushi. Cozy, in-demand Railtown newcomer **Ask for Luigi** excels at pasta dishes; try the hand-cut duck ragù pappardelle. Pan-fried dumplings are the stars at **Gyoza Bar,** but the spicy pork rib and sweet soy-glazed meatball Bao Board shouldn't be missed.

TOUR

Discover Vancouver's modern urbanism with Context Travel's architect-guided **21st Century City walking tour.** On Saturdays, pedal, stop and sip at three breweries with the **craft beer tour** from Cycle City Tours (1). Visit historic **Chinatown**—the third-largest in North America—which is experiencing a rebirth with an influx of hip new restaurants and retailers, especially along Union Street.

ADVENTURE

Take to the water for a thrilling ride on **Sea Vancouver**'s 90-minute zodiac-style boat tour of the city's Inner Harbour and environs. Walk among the evergreen canopy via a series of seven suspension bridges at **Treetops Adventure at Capilano Suspension Bridge.** Or brave the **Grouse Grind,** a grueling uphill hike known locally as Mother Nature's Stairmaster, for killer views of the city skyline. (The less intrepid can ascend via an aerial tramway.)

CAPILANO SUSPENSION BRIDGE PARK

ONE WOMAN.
A WORLD
OF DIFFERENCE.

Opportunity International congratulates Martha "Muffy" MacMillan on being awarded the prestigious Ellis Island Medal of Honor. The Nationa Ethn c Coa t on of Organ zat s estab shed the award n 1986 to recognize nd v ge ndom table coura fortunate Past meda and leaders f ndustry, education, arts, sports

Ms M. C s pas n fe e ve of people and evotion o g ng T s G va ates e ess k A G o a eas ng the wo d o he p pe ple e e ce of poverty t s o e ves nd p e e s r ne es th g t e ts ee e v s o c a on G e o

A board f d a o M s Ma a b t he s d s o a a b v d y S a a a f h s c w e o F s c w e

PETE CARROLL

Known for his always-compete approach to football, his deline swagger and love of the Grateful Dead, Pete Carroll is the prototypical West Coast bro coach. After years in various coaching positions in the NFL, the San Fran Bay Area native found championship success at the college level when his USC Trojans won 34 straight games from 2003 to 2005. In 2010, Carroll took the head job with the Seattle Seahawks and, despite his prior NFL experience, critics pointed out that very few college coaches successfully jump to the pros. How did he silence the haters? By leading Seattle to back-to-back Super Bowl appearances, including the team's 2014 win.

MISCELLANEOUS

Bubble Yum
The brand of choice for Carroll, who is known for his aggressive gum-chewing during games.

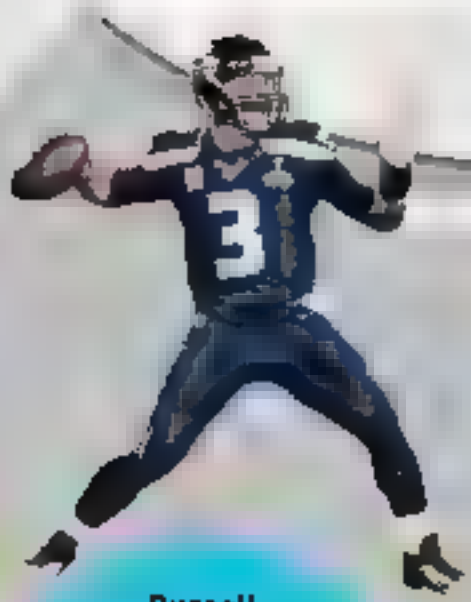
Hobbies
Carroll is a standup paddleboarding and basketball enthusiast as well as an avid reader. He also loves music, particularly Washington artists Macklemore and Allen Stone.

Ice Bucket Challenge
The Seahawks' Russell Wilson and former teammate Zach Miller doused Carroll for this fundraiser for The ALS Association.

A Better Seattle
Carroll founded this community initiative that supports and funds professionally trained street outreach workers.

John Wooden
One of the most important books in Carroll's life is a memoir by this legendary college basketball coach called *Wooden: A Lifetime of Observations and Reflections On and Off the Court*. Carroll has said that the book influenced him personally and as a coach.

BUSINESS



Russell Wilson
The Seahawks' star quarterback, one of the keys to Coach Carroll's success. The two are reportedly very close.

Win Forever: Live, Work and Play Like a Champion
Carroll's best-selling 2011 tome on maximizing your potential. Win Forever is also the name of his consulting business.

$1.33 billion
The Seahawks' post-Super Bowl-win valuation, according to *Forbes*. The team's value jumped 23 percent after it won the big game in 2014.

Brennan & Nate Carroll
Carroll's two sons work for the Seahawks. Brennan as an assistant offensive line coach and Nate as an assistant wide receiver coach.

FRIENDS + FAMILY

Rita Carroll
Carroll credits his mother for his optimism. At an early age, she taught him to always believe that "something good is just about to happen."

Monte Kiffin
As an assistant for the University of Arkansas football team in 1977, Carroll met Kiffin, then the defensive coordinator for the Razorbacks. Kiffin became an early mentor of Carroll's.

Glena Carroll
Pete met his wife when they were students at the University of the Pacific. They have three grown children: Brennan, Jaime and Nate.

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TECH TOYS

You're never too old to be playful. In fact, being an adult means you can finally get all the toys you want. And the latest high-tech ones will blow your mind, offering thrills and creativity that would have been unimaginable when you were a kid. Compact and portable, each of these toys is guaranteed to keep you entertained wherever you choose to play.

BY CARAMEL QUIN

Spend a little extra cash and deck out your Ollie with tires in different colors and textures.

FOR THE SPEED FREAK ▲

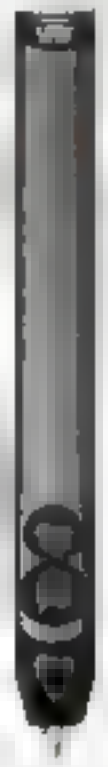
Sphero Darkside Ollie

This all-black cylindrical robot is an adrenaline junkie that zooms around at up to 14 miles per hour—spinning, flipping, drifting, jumping and performing mid-air tricks, all via app (compatible with iOS or Android). The battery lasts a good hour and you can play it as a game, earning points based on how well you do stunts. Darkside Ollie comes with two pairs of tires, but you also can use it without, street racer-style. $149.99. *gosphero.com*

▲ FOR THE HIGHFLYER

Parrot Rolling Spider

Ever fancied yourself a pilot? How about taking the helm of a quadcopter with your Apple, Android or Windows device? This minidrone is affordable and ridiculously easy to fly, and it comes with big, detachable wheels so it can roll up walls. It performs aerial stunts and takes still photos when you tap the photo button in the companion app. The downside is that, as with many mini drones, battery life is short, clocking in at just 8 minutes. $99.99. *parrot.com*



FOR THE CREATIVE GENIUS ◀

3Doodler 2.0

The next generation of the 3Doodler, the world's first 3-D printing pen, works a bit like a glue gun, melting long, thin sticks of plastic that you use to "draw" in 3-D. The plastic cools almost instantly, solidifying your creation. Unlike a 3-D printer, it's affordable, portable and allows you to draw freehand rather than designing on a computer. And the new model is slimmer, lighter and quieter than its predecessor. So go ahead—doodle in your next meeting. If you get caught, say you're prototyping a new invention that will save the company a mint. $99.99; *the3doodler.com*

PICK OF THE MONTH: MODULAR ROBOTICS MOSS

Boulder, Colorado–based Modular Robotics unites the creative potential of Legos with sensors, motors and microprocessors to deliver Moss, the most fun building block I've seen yet. The basic building unit is a cube, but there are different types of cubes with unique functions. Connect pieces to each other with magnetic ball bearings to build cars, robots, interactive sculptures and more based on your imagination or use the robot recipes the company offers. There are even apps you can download to further customize the function of different Moss parts. *Kits start at $199.95. modrobotics.com | Josh Rubin, founder/editor in chief, coolhunting.com*

PHOTOGRAPHS BY MICHAEL HENDRICKSON

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AT THE PERFECT LENGTH.

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untuckit.com

Tim Petrick at K2 Sports headquarters in Seattle.

TIM PETRICK

▸ **CEO AND PRESIDENT, K2 SPORTS**

Tim Petrick's all about that base—snow base, that is. And Seattle has proven to be the right base for K2 Sports. Founded in 1962 as a pioneering maker of fiberglass skis, K2 Sports now comprises a global portfolio of 14 brands that includes several lines of skis, snowboards, snowshoes and inline skates. It's a company Petrick has been associated with since the 1970s, when it sponsored him as a skier, instructor and coach. He joined K2 as a sales and marketing executive in 1989 and three years later was named general manager of K2 Skis. Petrick left in 2009 to work for French ski brand Rossignol, returning to K2 in 2012 as global sales and marketing president. He became king of the K2 hill a couple of years later. **BY GENE REBECK**

SKY: What brought you back to K2?

PETRICK: I came back because it's home. It's a brand and a business that has been a part of my life for a very long time. We sell products in extremely competitive categories. There's a lot of business travel, and there never seems to be enough hours in the day to get everything done. But being a part of K2 is a dream job and it never really feels like work.

PHOTOGRAPH BY JOSÉ MANDOJANA

Hard Rock RISING
BARCELONA ROCKTRONIK BEACH FESTIVAL
KINGS OF LEON
LENNY KRAVITZ
VETUSTA MORLA
STEVE ANGELLO
FRIDAY, JULY 24
ROBBIE WILLIAMS
AVICII JUANES
THALAB
SATURDAY, JULY 25
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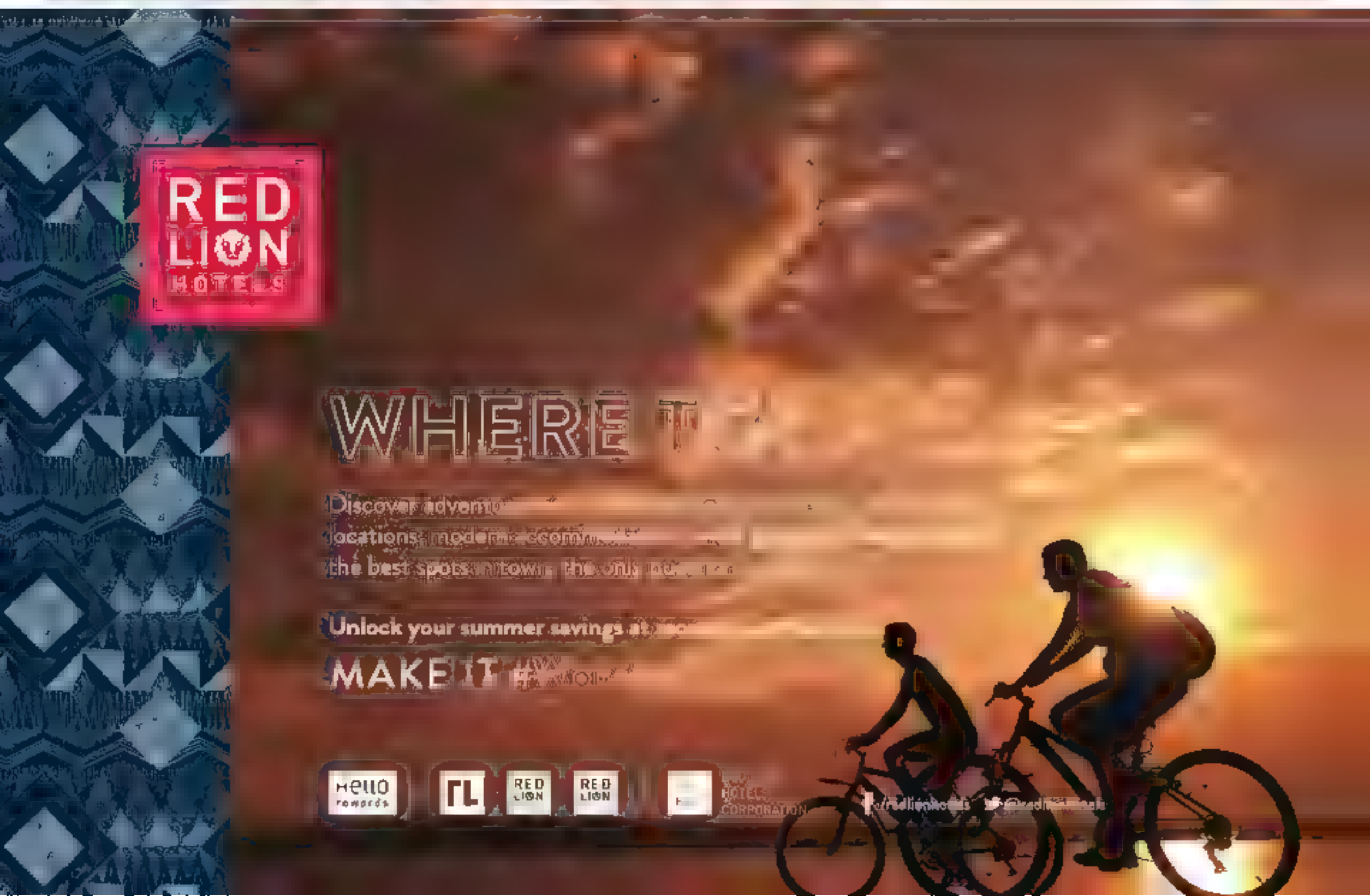
What was different?
Coming back to orchestrate a portfolio strategy with multiple brands and many more product categories—it was substantially more complicated than the job I had [at] Rossignol. There's a lot of elasticity to the K2 brand. It's been able to become the No. 2 or No. 3 snowboard brand while maintaining a significant market share in alpine skiing and selling millions of pairs of inline skates. Rollerblade and K2 are really the last remaining players in that category.

In the past several years, ski sales have declined. Can that be reversed?
Lack of snow has been an issue for every brand in the industry. Luckily, this season we did find powder and enjoyed some great ski days across the USA, Japan and Europe. Despite the lack of snow, K2 has seen growth in the backcountry/adventure skiing category.

I'm immediate past chairman of the SnowSports Industries America board, and we've been doing all sorts of things to grow participation. We've been working on increasing retention of new skiers—a lot of people try snowboarding or skiing but they don't necessarily stick with it.

Why is Seattle such a good city for your headquarters?
It's a vibrant place with great hotels, restaurants, museums, music and some 6,000 acres of public parks. Beyond that, Seattle offers access to world-class mountains where we can test our products and endless recreational opportunities for our employees. It's really the variety of experiences that you can find here.



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THE ATLANTA CENTER FOR COSMETIC DENTISTRY, founded by Dr. Debra Gray King in 1987, is one-of-a-kind haven for your smile transformation. World-renowned for enhancing the smiles of many celebrities, it has also transformed the lives of thousands of people from all walks of life, from doctors to soccer moms, to business executives and beauty queens. The transformation process here is performed quickly, with lasting, pampering and minimally invasive techniques.

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MITCH STEELE

The brewmaster thinks that hops are the top crop

IF ANYONE KNOWS THE tangled history of the hop plant, it's brewmaster Mitch Steele from California's Stone Brewing Co. After earning a degree in fermentation science from the University of California Davis, he penned the book *IPA: Brewing Techniques, Recipes and the Evolution of India Pale Ale*. According to Steele, hops have grown steadily in usage since the Middle Ages, when they were considered to be just another spice. Belgian and German brewers popularized them, with English brewers following a few hundred years later. "Today hops are bigger than ever thanks to new flavors and varieties," says Steele. Hops, the flower portion atop the perennial, vigorous bine (a flexible shoot), add bitterness, flavor and balance to beer. "There are wonderful pockets of hops growers around the U.S. today, with Washington, Oregon and Idaho being especially important," says Steele. "We're looking for new hops that offer interesting qualities such as tropical fruitlike flavors. Craft brewing is a huge trend, so the demand for interesting, flavor-packed hops has skyrocketed." — **JASON OLIVER NIXON**

"TODAY HOPS ARE BIGGER THAN EVER THANKS TO NEW FLAVORS AND VARIETIES."

▸ **Hop flowers** usually go through a moisture-reducing kilning process. However "wet" hops are also becoming popular.

▸ **The United States** is the leading hops-producing country, followed by Germany and Ethiopia.

▸ **Hop bines** are trained to grow up trellises or wire for greater exposure to sunshine and increased growth.

HIP, HOP, HOORAY!

Channel all things hops-related as you travel the globe

1 Dating from the 1740s, the **Hop Pole Hotel** in Ollerton, England, celebrates the village's longtime standing as a hops-growing center.

2 Head to the **Top of the Hops Beer Festival** in Biloxi, Mississippi, early each year to sample more than 150 craft beers.

3 In San Francisco, **Hops & Hominy** serves Southeastern-inspired fare (think shrimp and grits) paired with a rotation of microbrews.

PHOTOGRAPH BY ADAM VOORHES

When can your destination be a departure?

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the best level

or Ford Rouge Factory Tour)

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SEA

BRANDI CARLILE ON PIKE STREET IN SEATTLE

Besides her guitars, there are two items singer **BRANDI CARLILE** takes with her on every tour: a line fishing pole that she got on her 21ST birthday and a set of TaylorMade golf clubs with hot pink golf balls. "You'd be surprised at how many opportunities there are to fish and golf [on tour]," she says. Carlile will get to experience a wide range of rivers, streams, fairways and greens while playing shows across the country through October in support of her new album, *The Firewatcher's Daughter*. Carlile hails from the Seattle area, where she came up during the city's postgrunge period. Her favorite neighborhood, Capitol Hill, is perched on a steep incline and energized by funky music clubs and coffeehouses galore. Here are some of her favorite stops. —**MATT McCUE**

Neumos
"This is the first place where I played a show." Though the venue has gone through a name change, it continues to attract rising local stars and national acts

Terra Plata
"This restaurant serves locally sourced ingredients, has one of the best chefs in the city in Tamara Murphy and has a beautiful rooftop dining area."

Starbucks Reserve Roastery & Tasting Room
"If you want to see the love behind [Starbucks CEO] Howard Schultz and his partners' vision, this is the place."

Serious Pie
Tom Douglas, the chef/restaurateur who opened this pizza spot, is "someone who would be considered the heart and soul of Seattle. He's a big, happy and loving guy."

COORDINATES

1 **Neumos**
925 E. Pike St
neumos.com

2 **Terra Plata**
1501 Melrose Ave
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THERE'S MORE TO Seattle than the cup of joe and *Sleepless* nights that made it famous.
VISIT Pike Place Market may be cliché, but it's also a must-see. Grab a scone or crumpet while watching the city's finest fishmongers do their thing.
EAT Start off with a cold brew coffee from a local outpost of Portland-based java joint Stumptown. Then head to Pioneer Square; store owners and restaurateurs have transformed the former skid row into the hippest place to be. Pop into Rain Shadow Meats for a porchetta sandwich before taking in a Mariners game at Safeco Field.
STAY The rooms at the Hotel Ballard are sleek and well-appointed, and the 50,000-square-foot fitness center might come in handy after a no-holds-barred night at the ballpark.
—ELIZABETH DOYLE

1 **Shirt** by Madewell, $69.50, *madewell.com* 2 **Jeans** from Zara, $49.90, *zara.com* 3 **Sandals** by Birkenstock, $99.95, *zappos.com* 4 **Sweatshirt** by Ebbets Field Flannels, $79, *ebbets.com* 5 **Purse** from J. Crew, $98, *jcrew.com* 6 **Cold brew coffee** by Stumptown, $5, *coldbrew.com* 7 **Market tote** by Apolis, $68, *needsupply.com* 8 **Bracelet** by Miansai, $80, *mrporter.com*

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LAX

A REBOOT AT THE RANCH

Sky's global lifestyle editor, an East Coast bon vivant, finds out what he's made of in the mountains high above Malibu

BY JASON OLIVER NIXON

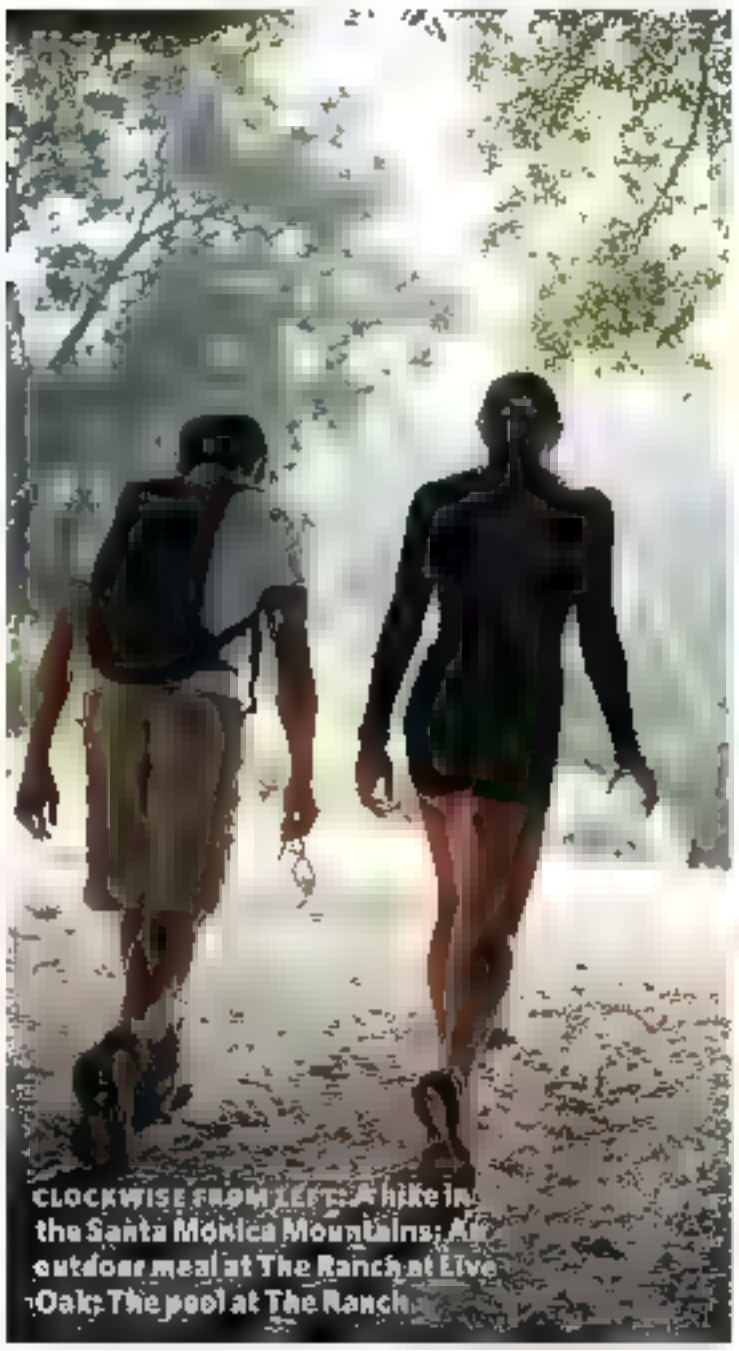
WHEN I TELL MY MOM that I've booked a trip to The Ranch at Live Oak in Malibu, California, she rolls her eyes. I can tell, even over the phone. She's Mom, after all, and she knows that discipline is not my strength.

I've already ticked off the Ranch laundry list for her: an initial weigh-in and body-fat assessment, hiking 10 to 12 miles per day, no booze, vegetarian cooking, three hours of exercise *after* the aforementioned hiking, no caffeine. And, egads, no wireless.

"Have fun," she says. "Your father and I are off to Paris. Work on your core. And your thighs."

I fly into LAX and crank up the killer coral-hued Mustang convertible that I've booked as a sort of Ranch-reducing tonic. The Mustang and I hug the Pacific Coast Highway and zoom up a narrow road into the arid Santa Monica Mountains.

The Ranch is a knockout, all



CLOCKWISE FROM LEFT: A hike in the Santa Monica Mountains; An outdoor meal at The Ranch at Live Oak; The pool at The Ranch.

COURTESY THE RANCH AT LIVE OAK; COURTESY THE RANCH; MATT VEGA; MARY ADAMS PICTURES (FOOD)

FOUR POINTS BY SHERATON

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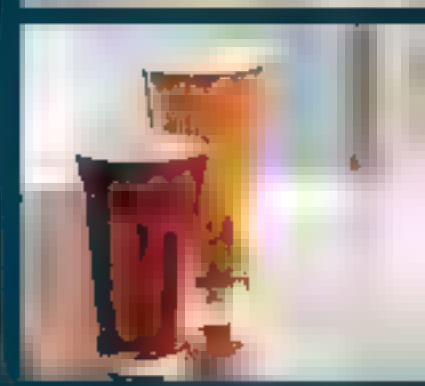

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View of the Pacific Ocean from the Santa Monica Mountains above Malibu.

COURTESY THE RANCH AT VEGAN

gorgeous shelter magazine-styled casitas. I unpack and meet my 17 fellow "campers," aged from early 20s to late 60s, who have shelled out several thousand dollars for a week of recalibration.

After weighing in and having our body fat analyzed, off we go. It's up at 5:30 a.m. for stretching, a vegetarian breakfast, hiking up (and up!) sundry mountains, lunch, exercise, yoga, massages, vegetarian dinner, wash, repeat. Oops, they forgot to lock down the wireless—hurrah!

We Vaseline our feet and bond in the high chaparral. I adore the documentary filmmaker from LA, the cool cat 50-something from Denver and the pair of smoked-fish magnates from Brooklyn. The hiking is TOUGH, and I thank my lucky stars that I go to a trainer.

The veggiecentric cooking is fantastic, but the portions are too small (1,200 to 1,500 calories per day). Happily, I don't get the shakes from the lack of coffee and wine. I sit out several of the afternoon exercise sessions and steal arugula and oranges from the garden. I snatch eight almonds at snack time instead of the suggested six. And, heaven, the wireless is still on!

Fast-forward. After seven days, I've lost 8 pounds and 11 inches. As I exit the Ranch and sail onto the 101 Freeway in a Mustang induced cloud, I consider a possible return visit. And then I veer across three lanes and into Starbucks. ◥

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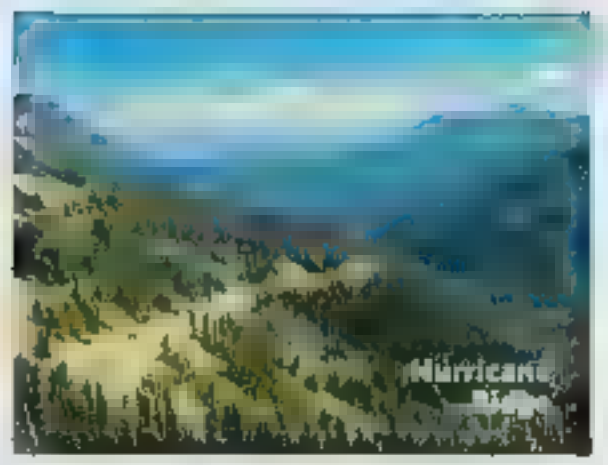
EDITORS' PICK

Olympic National Park



About 85 miles west of Seattle, an alpine dreamscape beckons. The nearly 1 million acres of Olympic National Park—comprising wild coastline, moss-draped forests and icy peaks—offer countless options for exploration. But for a one-day trip from the Emerald City, head to the most accessible mountain area within the park: Hurricane Ridge. Several paths branch out from the visitor center; try the Klahhane Ridge Trail for a mix of dips and ascents through cool forest, sunny meadow and rocky cliffs. For those who stay late, the visitor center offers night sky-gazing and full-moon hikes. *nps.gov*

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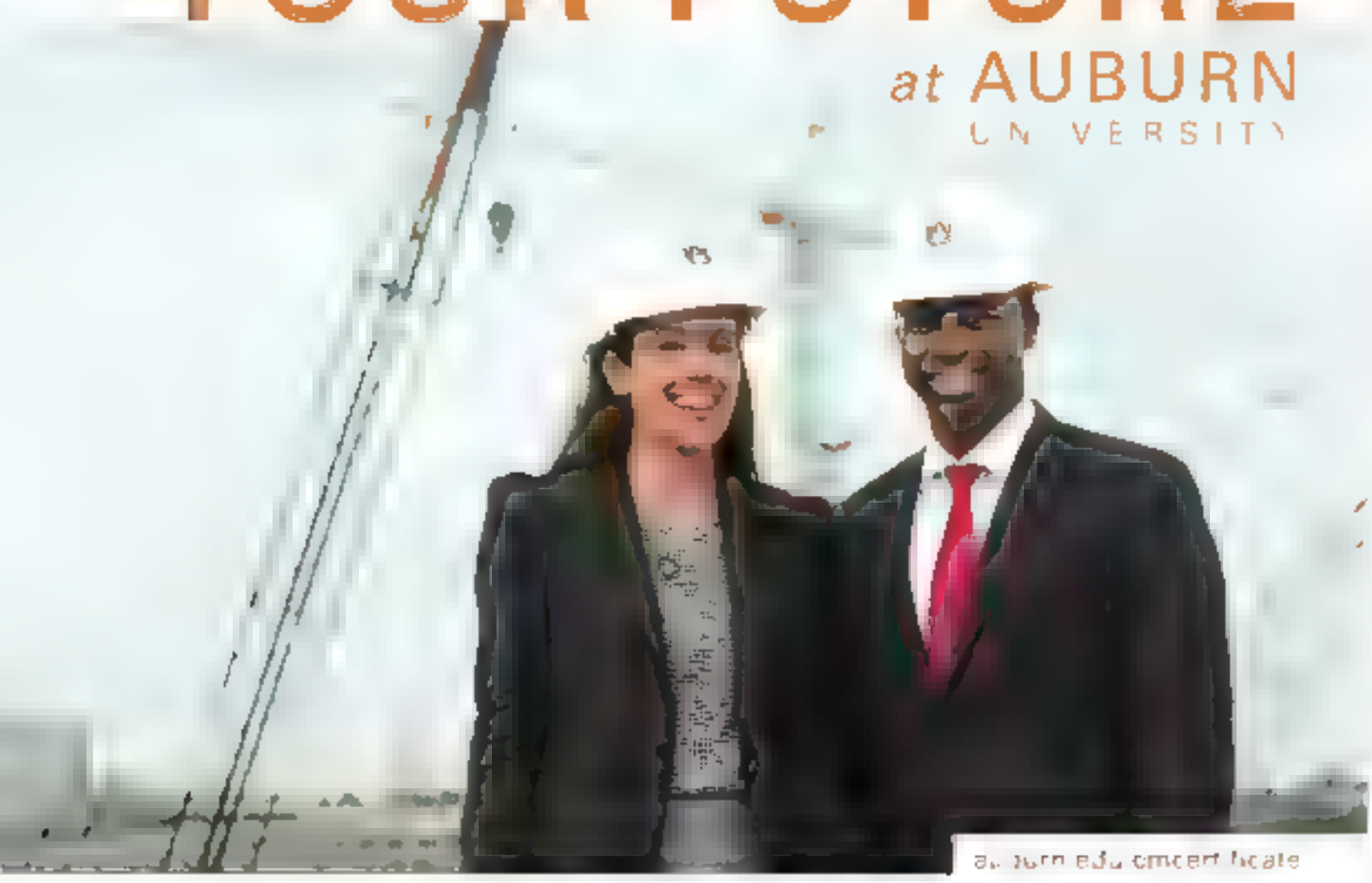

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JULY 2015

A taste of what's happening around the world this month

1 NEW YORK

Take a royal fairytale romp through *Cymbeline* in the sultry summer air at **The Public Theater's Free Shakespeare in the Park.** Central Park. July 23–August 23. *publictheater.org*

2 AMSTERDAM

Fashion mixes with music, film and art at open-to-the-public events during **Zalando Presents 10 Days Downtown,** part of Mercedes-Benz FashionWeek. Various locations. July 3–13. *fashionweek.nl*

3 BARCELONA

Indulge in a musicpalooza with Kings of Leon, Robbie Williams and more at the **Hard Rock Rising Barcelona Rocktronik Beach Festival.** Parc de la Pau. July 24–25. *hardrockrisingbarcelona.es*

4 ATLANTA

Chicken and waffle fries, lobster rolls and other food truck fare beckon eaters to the **Atlanta Street Food Festival.** Piedmont Park. July 11. *atlantastreetfoodfestival.com*

5 SEATTLE

Yoga on Saturdays, live music on Thursdays and myriad art activities give a hint to the fun in store during **Summer at SAM.** Olympic Sculpture Park. July 9–August 29. *seattleartmuseum.org*

6 SHANGHAI

Dinosaur bones and other paleontological items fill the **Miracle of Life** exhibit at the city's cool new museum, which is an attraction in itself. Shanghai Natural History Museum. Through March 31, 2017.

7 DETROIT

Join revelers—and Saturday's headliner, Brett Michaels—at the **Uncle Sam Jam,** which also wows with monster truck rides, a petting zoo and fireworks. Civic Center Park. July 9–12. *unclesamjamfest.com*

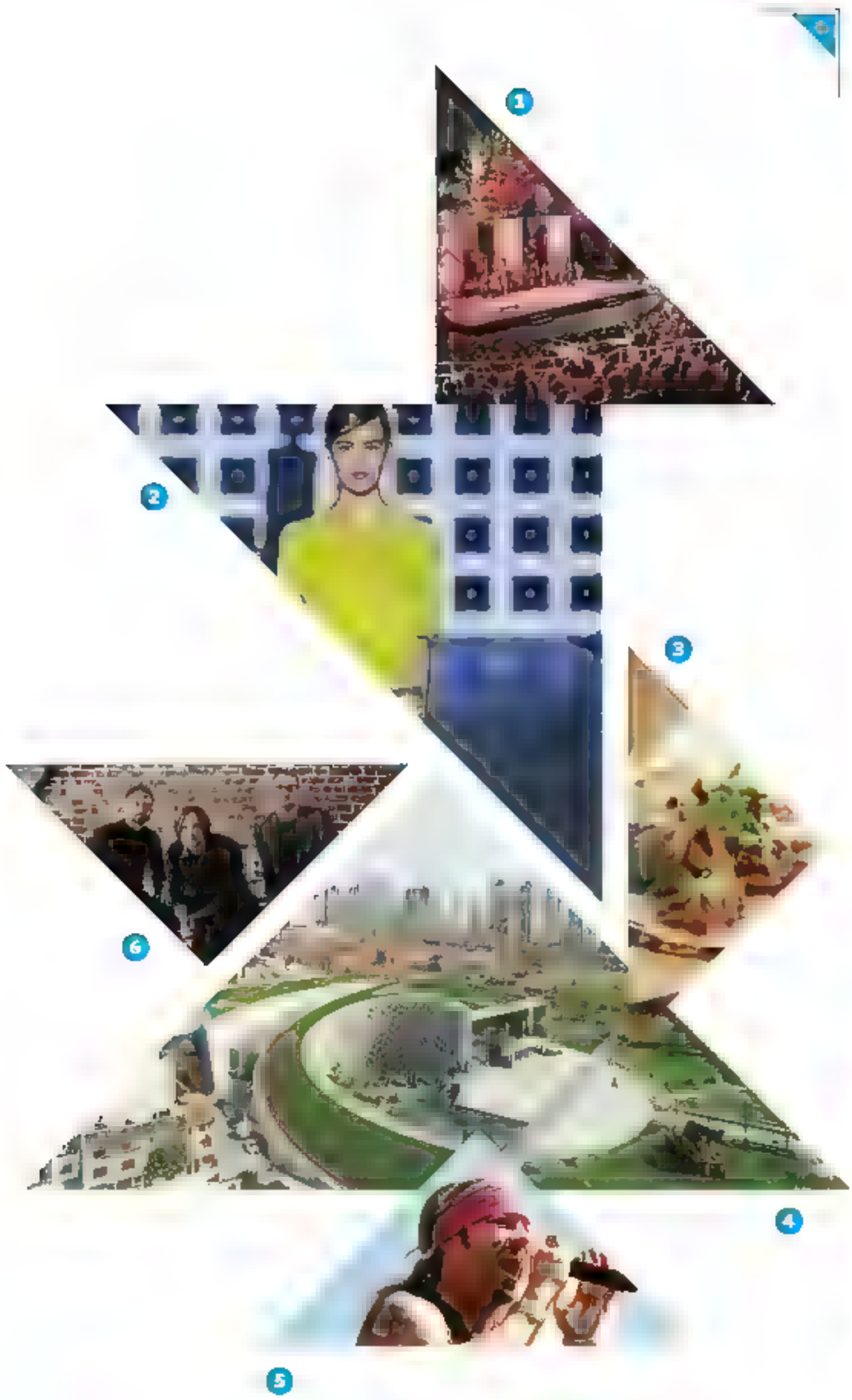
8 PHILADELPHIA

International soccer teams battle it out for the coveted title of **CONCACAF Gold Cup 2015** champion during the final match of the series. Lincoln Financial Field. July 26. *concacaf.com*

9 SALT LAKE CITY

Soak in the mellow sounds of **Death Cab for Cutie,** which kicks off the Twilight Concert Series '15. Pioneer Park. July 16. *twilightconcertseries.com*

SEE PAGE 1/8 FOR PHOTO CREDITS



"JUST LIKE EVERY COWBOY SINGS HIS SAD, SAD SONG, EVERY ROSE HAS ITS THORN."

—POISON LEAD SINGER BRET MICHAELS, "EVERY ROSE HAS ITS THORN"

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DELTA'S MILITARY STARS

EACH YEAR, 25 OF AMERICA'S BEST PILOTS arrive at the U.S. Air Force's Air University at Maxwell Air Force Base in Montgomery, Alabama, to take part in one of the most prestigious courses in the military, the Joint Force Air Component Commander course. Delta's Bob Branyon, a 24-year company vet and a two-star major general in the Air National Guard, attended the most recent one, which prepares potential JFACCs for combat leadership responsibilities around the world. When Branyon showed up for the two-week class, he was well aware that two other Delta pilots and fellow guardsmen—Brigadier General Buck Sams and Brigadier General Kevin Bradley—also would be there. But during the first coffee break, Branyon and his colleagues were introduced to Rear Admiral Russ Allen, the fourth Delta pilot to get the nod for the JFACC class, the first time that's happened. "So it was really our Navy brother that we got to know as a Delta pilot," Branyon says. "Delta is a great company to work for if you're a military member. The schedulers, the training department and Delta leadership have really gone above and beyond to support all members of the military."

LEFT TO RIGHT: Brigadier General Buck Sams, Major General Bob Branyon, Brigadier General Kevin Bradley, Rear Admiral Russ Allen.

Shining Stars

At last count, there were 25 flag officers (rank of one star or above) flying for Delta. "When you look at the leadership experience in the military, it translates directly to being a great Delta captain," says Bob Branyon, a pilot for the airline.

Strength in Reserves

Between 7 and 10 percent of Delta's pilots participate in the reserve forces, according to Delta Captain Jim Mangie, flight ops military liaison. "We're very proud of what they do to defend our country," Mangie says.

Shared Resource

Fifty-five percent of Delta's pilots are military veterans. "The [military] couldn't perform its mission without airline pilots, and we benefit from their training and experience," says Mangie. "The term that we use in Washington is 'shared resource.'"

BRIAN BUCK, THE NINES, PORTLAND, OREGON

MEDALLION PICK

THE NINES, PORTLAND, OREGON

"The Nines is where classic luxury meets modern accommodations," says Diamond Medallion member Mike Moreno of Portland, Oregon. "The hotel has two highly rated restaurants, Urban Farmer—a modern steakhouse with farm-to-table fare—and Departure Restaurant + Lounge, which offers pan-Asian cuisine in a futuristic, hip setting."

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CATCHING SOME RAYS

WILL TESLA'S NEW POWERWALL SOLAR BATTERIES MAKE SUN WORSHIPPERS OF US ALL? HOW THE SOLAR ENERGY FIELD IS HEATING UP. BY SARAH ELBERT

Standing on a Los Angeles stage before a rather raucous audience in May, Elon Musk explained (one of) his vision(s) for the future: simply that the whole world's electricity and transport needs might one day be powered by solar energy. All it would take is 2 billion Tesla Powerpack large-scale lithium-ion batteries, each storing up to 100 kilowatt hours of energy. That's as many cars as there are in the world—doable! Not that Tesla alone would create these batteries, Musk acknowledged.

As solar energy gains traction in the United States and elsewhere, the next challenge has been: Where and how to store the energy? Other companies have been producing solar batteries, but "they suck," Musk declared nonchalantly, chuckling. "They're unreliable, they're sort of stinky, ugly, bad in every way, very expensive, you have to combine multiple systems."

Tesla's new line of lithium ion batteries—announced at an event in April—will include two relatively affordable ($3,000 for 7 kWh and $3,500 for 10 kWh) Powerwall batteries for home use and a large Powerpack battery for use by utilities and businesses. The roughly 4-by-3-foot Powerwall batteries have a streamlined design and are meant to be mounted in your garage or on the side of your house—and all of the batteries, big or small, can be linked to one another. The 7kWh and 10kWh batteries are now available for preorder, and more

ILLUSTRATION BY RAYMOND BIESINGER

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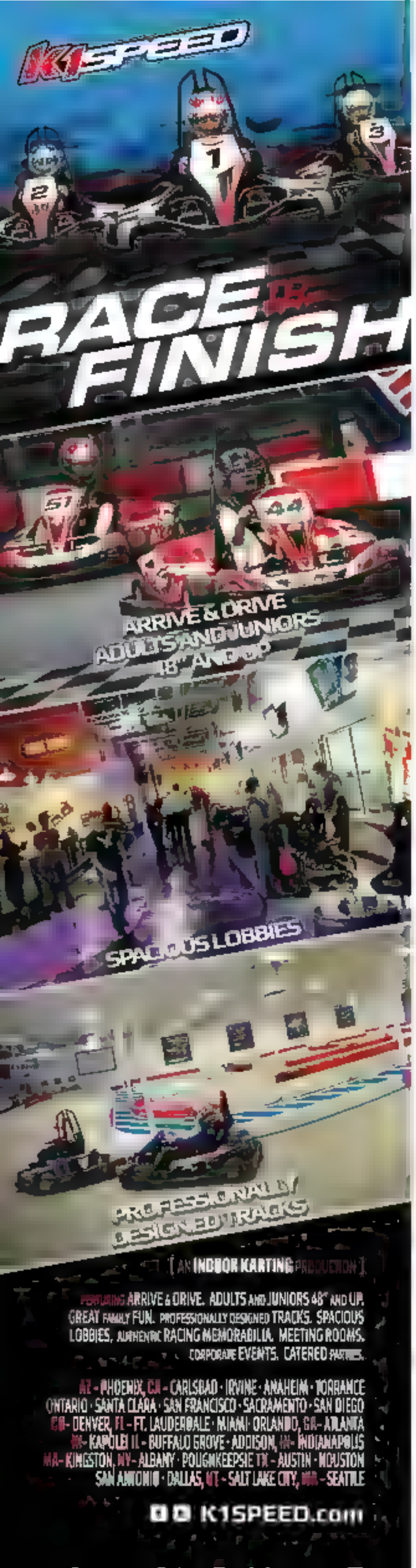

than 35,000 have been reserved so far.

Solar power may never become the main source of energy in a city like Seattle, but homeowners in sunny destinations such as Hawaii and Arizona have begun to embrace solar panels as an alternative to traditional electricity. In Hawaii, the leading state in solar capacity per capita, electricity from utilities costs about 30 cents per kWh, more than twice the national average of 12 cents per kWh, according to the U.S. Energy Information Administration. An effective battery could allow homeowners to go from using solar energy part of the time to going off the grid entirely, or at least for longer periods.

Electric utilities predictably have a complicated relationship with solar power, since most homeowners with rooftop panels are still using the grid—and its supporting infrastructure—during off peak hours but are paying less to the utility (whose costs haven't changed). To make up for the loss in revenue, utilities have begun charging a monthly surcharge to its customers who want to also use solar panels.

David Owens, executive vice president of business operations and regulatory affairs for Edison Electric Institute—the utilities' trade association—said in a statement that the industry is open to various energy innovations given that there is a "strong, robust" grid to support them.

"Energy storage can be helpful in meeting customer needs, and utilities recognize the significant value that integrated energy storage can bring to customers and the grid," he said. Batteries can help by "facilitating the integration of renewable and distributed resources, increasing reliability and resiliency and providing enhanced grid support services." However, an EEI spokesman also pointed out a *Bloomberg Business* story that was less than glowing about the Powerwall's prospects.

SolarCity, a solar provider that has Musk as its chairman, is initially planning to do home installations of the 10 kWh battery, meant primarily as a backup power option, and will also install the smaller 7 kWh battery for daily use in the future, says SolarCity spokesman Jonathan Bass. Some question whether using the battery for daily use makes financial sense for homeowners who are selling surplus electricity back to the utilities under net metering laws, which are designed to encourage and reward solar adoption.

Ken Johnson, vice president of communications at the Solar Energy Industries Association, says he has yet to see one of Tesla's Powerwall batteries, but that they could be a "game-changer" for the industry. "Just as solar is now cost-effective for millions of Americans thanks to innovation and scale, storage is facing a similar growth pattern over the coming years," he says. "And, like solar, it's happening very quickly." Solar energy is currently generating enough electricity to power more than 4 million homes, he says, and that's expected to double by the end of 2016.

Indeed, the grid could change dramatically in the next 10 years, agrees Jesse Morris, a manager in electricity practice at the Rocky Mountain Institute, a nonprofit think tank focused on the transition to renewables and energy efficiency. And Tesla is at the forefront of that evolution, he says. "The entire ecosystem is going to shift to say: How can we deploy all of these cool technologies to give people more control over how much they spend on electricity?" Alternative-energy optimists point to the fast shift worldwide from traditional telephone service to cellphones.

But will Tesla's battery be The Battery to launch this sea change? Detractors point out that they're still more expensive than the grid for most customers, and other companies such as Alevo and Eos Energy Storage are working on technology that could mean longer-lasting and less expensive batteries.

Tesla's true edge is likely to come with the completion of its new "gigafactory" outside of Reno, Nevada, in 2016. The company is projecting that it will be able to produce 35 gWh of lithium-ion battery cells and 50 gWh of battery packs every year by 2020—and that's when the economies of scale may truly change the playing field.

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SEOUL FOOD

TRADITIONAL FARE AND CONTEMPORARY CUISINE SHARE THE CULINARY SPOTLIGHT IN THIS SOUTH KOREAN CITY. BY ANDREW Z MMERN

Business is booming in Seoul. The city ranks No. 5 in the world for the number of international conferences hosted, according to the Union of International Associations. Its airport contains a golf course, ice rink, museum, casino and tons of restaurants—it's almost as if they want you to miss your flight. More business travelers then ever are heading to Seoul, but all work and no play makes for a bad business trip. You're in Seoul, for crying out loud! Here are a few of my favorite spots to close a deal, recharge after a long day of work or simply experience some local flavor.

If budget isn't an issue, there's no shortage of fantastic options. Legendary French chef **Pierre Gagnaire**'s namesake restaurant is superb, but Seoul has some culinary Picassos of its own. Chef Jungsik Yim's **Jungsik** is the first Korean eatery to really apply molecular gastronomy to Korean ingredients. Opt for the six-course tasting menu with beautiful vegetables, sous-vide pork belly and modernist takes on Korean comfort food classics such as *bibimbap*. White tablecloths, wine pairings and exceptional service make dinner here a bit fancier.

On the flip side, **Ryunique** offers equally stunning food served in a more relaxed setting. Chef Tae Hwan Ryu spent eight years cooking in Japan, Australia and the U.K., and

PHOTOGRAPHY BY SEONG JOON CHO

his menu reads like a love letter to his travels, seamlessly melding flavors, techniques and ingredients of both East and West. Settle into a cozy table in the garden-level dining room, then work your way through a tasting menu. Favorite dishes include Ryu's Jerusalem artichoke soup served in a glass eggshell cup; pork leg confit with apple caramel, burnt garlic puree and balsamic; and seared quail breast and bacon-wrapped quail leg paired with a beet purée, miso foam and quail jus.

For food-loving travelers, a trip to **Noryangjin Fisheries Wholesale Market** is an absolute dream. At this world-class market, which offers more than 830 types of seafood items, anyone can buy fish or a bucket of clams and bring them to one of a dozen on-site or neighborhood restaurants and have them cooked for a small fee.

TOP LEFT: Seared quail breast and bacon-wrapped quail leg with beet purée from Ryunique. ABOVE: The restaurant's owner and chef, Tae Hwan Ryu.

DESTINATION SPOTLIGHT

Discovering Maui

Adventures abound for intrepid travelers making their way to Maui this summer. Volcanic hikes, helicopter tours, whale-watching trips and zip-line excursions are plentiful on the second-largest of the Hawaiian islands. The more leisurely vacationer can snag a spot along 30 miles of sun-soaked beaches or pig out (pun intended) at a luau, where roast pork is king. Whatever you favor, Delta Vacations can book your stay at one of 36 condo, resort or hotel properties and organize dozens of activities, including a Haleakala Crater Safari Bike and Wine Tour or an Atlantis Maui Submarine Dive. And with daily Delta flights from Seattle to Maui, it's easier than ever to get there. *deltavacations.com*

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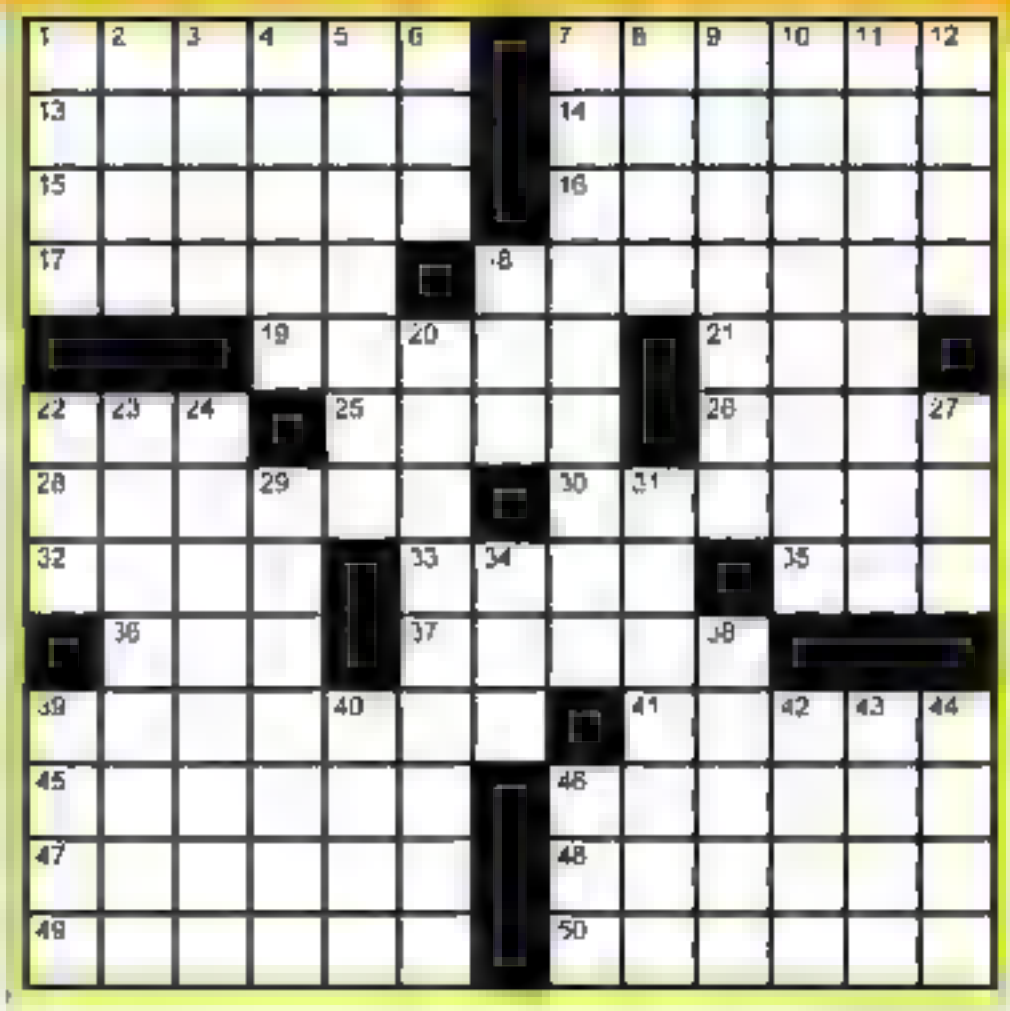
SUMMER



1 In a crowd of
7 Mexican shawl
13 Piano piece
14 Cities and states
15 "Bizarre Foods" host, with 18-Across
16 Put back in foil
17 Check writer
18 See 15-Across
19 Up and about
21 Try some barbecue
22 Pub drink
25 Awkward person
26 Taj Mahal city
28 Golfers
30 Triangular sail
32 "Let ___" ("Frozen" song)
33 Flower support
35 ___ off fireworks
36 Moo ___ pork (Chinese dish)
37 Was concerned
39 Cookout fare served in buns
41 Dance of Cuban origin
45 All even, as the score
46 Outdoor meal
47 Table salt additive
48 Play opening
49 Invisible
50 Spoke with a scratchy voice

1 Pronto
2 ___ Lisa
3 500 race city, briefly
4 Adventurous one
5 Ultraclean, in a lab
6 Marble used as a shooter
7 Kids' makeshift summer cooler
8 K-6 sch.
9 Steak tartare ingredient
10 Ranch spreads
11 Partridge location?
12 Station airing Nathan's Famous Fourth of July hot dog eating contest
18 Kind of Buddhism
20 Summertime protection
22 Heavyweight boxing champion 1964, 1974, and 1978
23 Shares with, as a secret
24 Stangy intellectuals
27 Invader of 46-Across
29 Canadian law enforcer
31 Where July 4th is celebrated
34 Dorm overseers (over)
38 Tear channels
39 Nintendo gaming console
40 A, in Germany
42 Lifeguards
43 Twining plant stem
44 Made a great tennis serve
46 Course average

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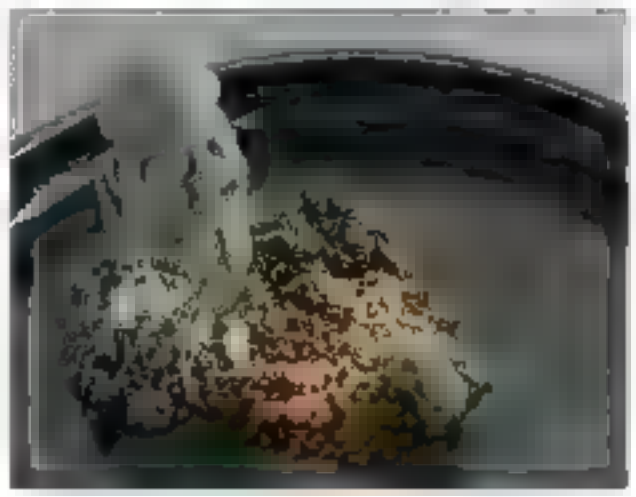
BELOW: A stall at the Noryangjin Fisheries Wholesale Market. **BOTTOM:** Chocolate and green tea mousse dessert in the form of a *dol hareubang* (statue) at Jungsik.

You can't visit Seoul without also sampling *galbi* (traditional Korean barbecue short ribs), and one of my favorite spots is **Mapo Sutbul Galbi**. Located in the Gangnam district's Nonhyeon neighborhood, it's a mash-up of everything I love in a Korean barbecue joint: great food, happy customers and nonstop service. Opt for the marinated beef short ribs, which are grilled at your table, and don't skip the chile marinated pork called *samgyupsal*. Also try all of the *banchan*, those little pickle dishes that overtake your table as soon as you sit down; they're just as delicious as the meatier offerings.

Another must-try? Bibimbap. Not only is it the most fun food word to say, but it's probably South Korea's most iconic dish. Bibimbap loosely translates to "mixed rice," and it's just that: a bowl filled with piping-hot rice cooked in beef broth and topped with all sorts of goodies, such as grilled or raw beef, vegetables, crunchy bean sprouts, chile paste and a fried egg. For some of the best in town, head to **Grandma Yu's Bibimbap**, a humble and cozy 40-plus-year-old restaurant located in the Jung district. Best part? It's run by an actual Korean grandma. You can't beat that.



Lastly, bring your laptop and experience Seoul's cafe culture while shooting off a few emails. Koreans are obsessive about their coffee. Checking out the latest swath of hipster coffee shops makes you feel as if you're trapped in an odd season finale episode of *Portlandia*—but, you know, set in Seoul. For a delicious pour-over coffee from one of the country's best roasters, check out **Café Namusairo** in the Jongno district, which has built a name for itself internationally with its house-roasted coffee. The sleek café with big, bright windows and warm pine accents is the perfect place to enjoy an espresso and a pastry.

True java geeks should take note of **Coffee Graffiti** in Hapjeong Station, owned and operated by Korea's national barista champion, Jong Hoon Lee. (Yes, this is an annual worldwide competition.) From locally roasted beans to exotic imported varieties, the shop pours something that will not only keep you awake but will raise the bar on what to expect from a cup of coffee. Your morning joe from that big corner chain doesn't hold a candle to it, and you'll look hipper closing the big deal with a Coffee Graffiti cup in your hand.

For more from chef, author and teacher Andrew Zimmern, host of Bizarre Foods *on the Travel Channel, go to andrewzimmern.com.*

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Timepieces International brings you the incredible Daniel Steiger Lazer Blue Watch. In our opinion, the best looking hybrid watch on sale! What's so incredible about the Daniel Steiger Lazer Blue? As well as having an ultra modern look and style, this amazing watch is packed full of features and functions and is available in 18k Yellow Gold fused two-tone or classic steel colored version. This fantastic watch features a metal case structure, digital format windows showing 24hr, days of the week, seconds with an easily accessible alarm system. This incredible watch is robust enough for those always on the move, and yet made with comfort in mind with a modern sporty look. But perhaps the most stunningly cool feature of this astonishing timepiece is its lense. The Lazer Blue Crystal gives this magnificent watch a truly unique look. Integrated into the crystal itself the Blue Lazer coloring takes the look of this watch to another level. The level of AWESOME! What else is awesome about this fantastic watch? Quite simply its price. At an incredible $99 (plus shipping and handling). This is a unique buying opportunity not to be missed. Limited stock available.

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DATE SMARTER

THE COUPLE

← **GREG STEED:**
CEO, Northwest Brewing Company
EDUC: *BA Western Washington Univ*
INTERESTS: *Running, golf, skiing*

← **JENNIE (BOWEN) STEED:**
Marketing Brand Manager – International Coffee Corporation
EDUC: *BA University of MA, Amherst*
INTERESTS: *Yoga, Theatre and Hiking*

It's rare to hear about a love story that starts on an airplane. When single, we all secretly wish that the romance of meeting someone while traveling just might happen to us.

Jennie Bowen Steed's idea of finding love changed on a flight when she saw an ad for It's Just Lunch, a personalized matchmaking service for busy professionals. Jennie had been divorced for two years, and her time was focused on her career & family. The ad read like a good friend who could introduce her to single, professional men she wouldn't have the opportunity to meet on her own. Today, Bowen Steed is married to her match Greg Steed whom she met through It's Just Lunch. We sat down with Greg and Jennie to learn about their dating experience, lifestyle, and why they chose to invest in their pursuit of relationship happiness. ▸

IT'S JUST LUNCH MATCHMAKERS SHARE THEIR INSIGHTS: SEE WHAT THEY HAVE TO SAY ▸

"Relationships should be reciprocal and that goes for first date communications as well. Eliminate any misconceptions by always sharing your authentic self."
-Betty Sinclair

Where were you at in your life when you decided to join IJL?

GREG I'd been divorced for about two years, and it was a hectic time career wise. My company was in a transitional phase, and it demanded a lot of my time and effort, so I didn't have time for much else.

JENNIE I'd also been divorced about two years. Being a single mom and working full-time, it wasn't a huge priority of mine to go out and do the legwork it took to meet someone; it felt like having another job, and I didn't have time for that.

Favorite first date memories?

GREG: I was attracted to her right away. On the second date there was a real chemistry. Then it evolved very, very quickly.

JENNIE When Greg and I started talking, I discovered we had similar careers. I remember the conversation was so easy and comfortable. When I shared my date feedback with my IJL matchmaker, I let her know that Greg and I had made arrangements to attend a big award dinner at his country club.

The minute I walked in, I knew he was a consummate gentleman. I felt so cared for. He was attentive and made sure I was introduced to everyone.

How did IJL compare to your online dating experience?

GREG Online dating isn't easy, it's work. I've got a full-time career, I didn't need another job. With IJL they did everything for me. You're busy with your career and everything else going on – IJL was just easier. The caliber of matches was much higher.

JENNIE I saw an ad for IJL on a flight and was contemplating whether I was interested when someone close to me mentioned it as an option. I thought I'd try it because it sounded like having friends who could interview people for you so when you went on a date you would know there's something about the two of you that someone thought would be a good fit.

What would you tell a friend who was interested in IJL but was tentative about making the investment?

GREG At the end of the day what is your end goal? Then I'd ask, what's the cost of being happy worth to you? The kinds of people who choose IJL aren't fooling around. It's not someone on the Internet just looking to meet a ton of people and date up a storm. It was definitely worth it for me.

Best part about dating thru IJL?

GREG Besides choosing all my matches I would say the scheduling of my dates. They call you and ask what your schedule is like, so you don't have to worry about it. If I said I was available Wednesday or Thursday this week and Sunday next week they would find a way to fit dating into my schedule.

What sort of activities did you enjoy while you were dating?

JENNIE We love to be outside. I also love going to places I've never been before. He loves to drive and take me places – whether that's going to the beach or going to the mountains or some random lake that's hidden away.

How has your life changed since you met?

GREG It is totally different than it was. I would say that there was a point in time when I felt a little bit lost. Everything has completely turned around. Every day I wake up, and I enjoy the day. I enjoy being around her, the kids, and our home. Life is just better.

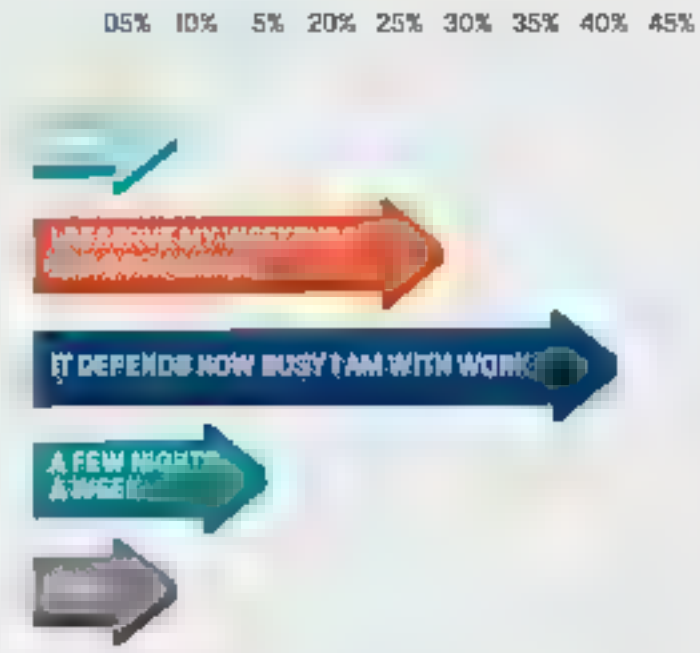
It's Just Lunch has been matching busy singles since 1991. Find out what an It's Just Lunch matchmaker can do for you by calling **1.800.858.6526** or visiting **ItsJustLunch.com**.

DATE BY NUMBERS

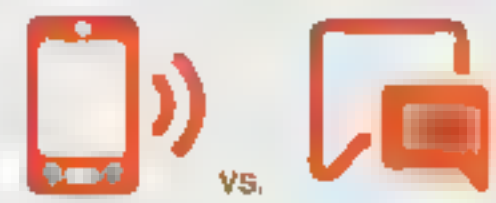
What's the most challenging part of working remotely from a dating perspective?

6 in 10 people say not meeting people as often

How much time do you set as de for your social life?

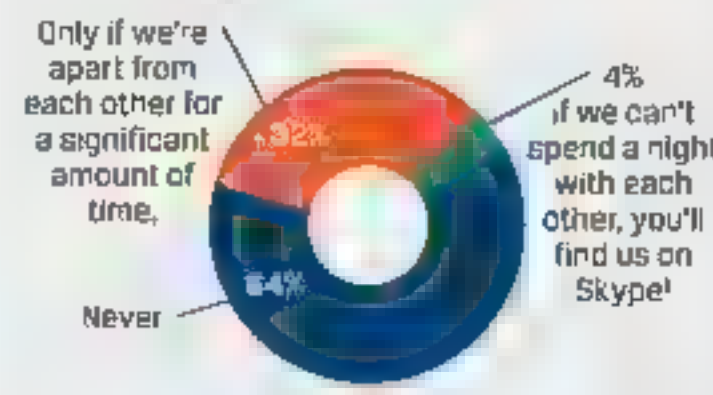


Do you prefer to text or call someone you're interested in?



Call: 60% Text: 40%

How often do you utilize Skype in a relationship?



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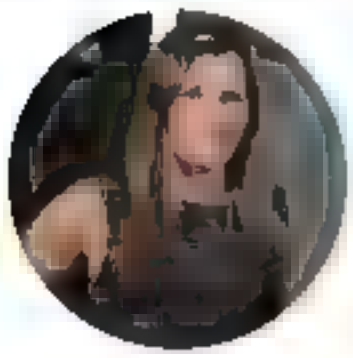
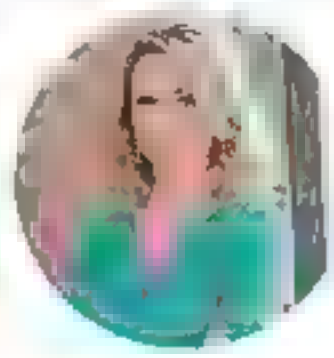
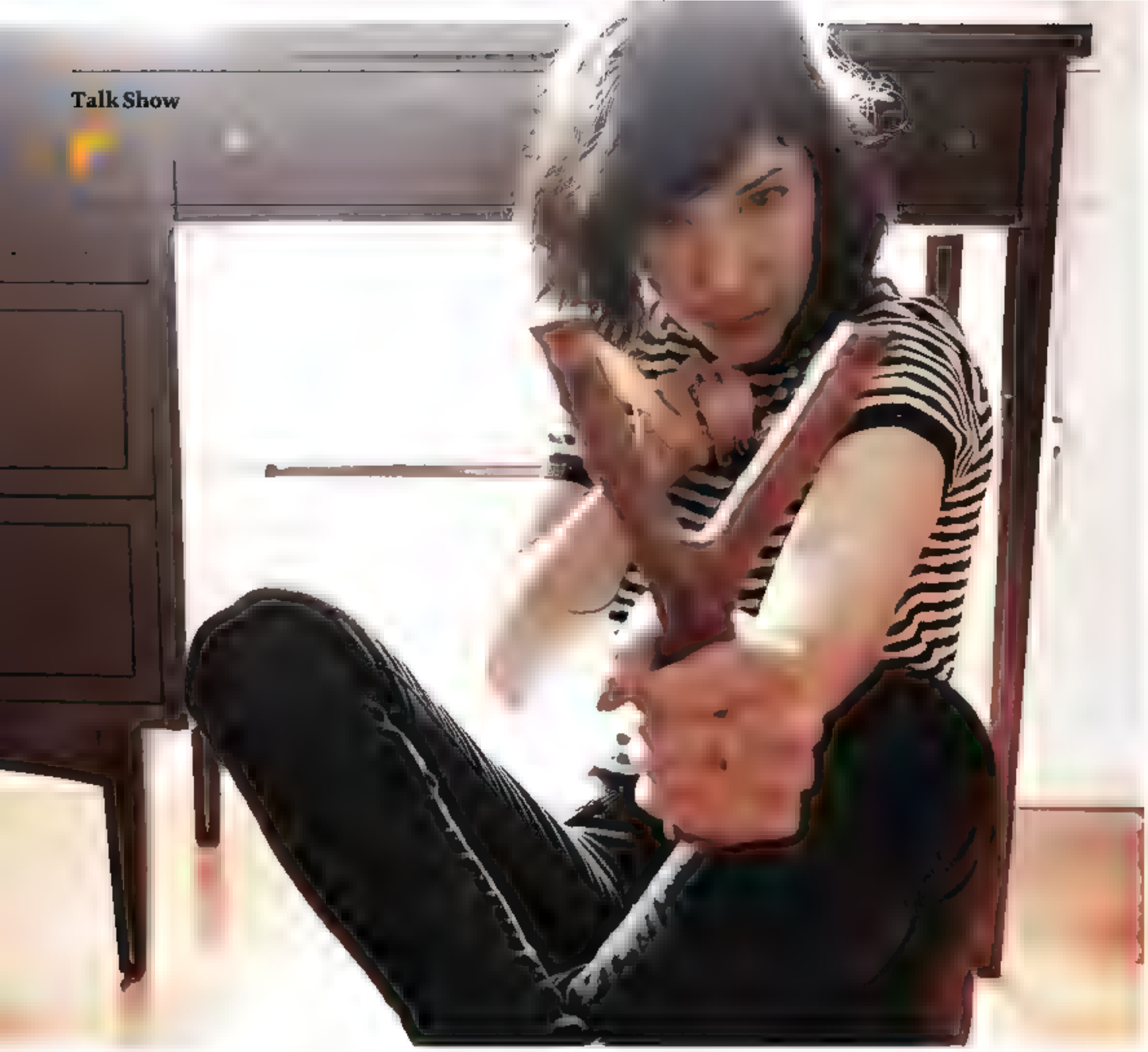


"The best way to get to know someone is face to face. You can only feel "chemistry" if you are next to someone looking into their eyes."
Amy Brinkman



"Dating is such an important part of your life and shouldn't be left to chance. You've got to be proactive and market yourself."
Sara Darling

IT'S JUST LUNCH
DATING FOR BUSY PROFESSIONALS



PORTLAND'S RIOT GRRRL

CARRIE BROWNSTEIN IS ONE OF THE HARDEST WORKING WOMEN IN SHOW BUSINESS: PERFORMING ON TOUR WITH SLEATER KINNEY, STARRING IN IFC'S CULT HIT AND PROMOTING HER NEW BOOK. BUT WHAT MOST OF US CALL WORK, SHE CALLS LIVING. BY CHRIS KORNELIS

On a Saturday evening in May, Carrie Brownstein walked to the top of the mound at Seattle's Safeco Field wearing No. 27, well aware of the checkered history of celebrities tossing out the first pitch at a Major League Baseball game.

"Basically, when you tell anyone that you're doing something like throwing the first pitch at a baseball game, everyone just regales you with horror stories or directs you to YouTube, where you can watch any number of people mess up," she recalls a few days later. "I was nervous. And it's also a milieu with which I'm unfamiliar, in terms of,

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LEFT: Brownstein performing with Sleater-Kinney in Atlanta. **BOTTOM:** High-fiving Charlie Furbush after throwing out the first pitch at a Seattle Mariners v. Oakland Athletics game.

PAUL BERGEN/ALLSTAR PICTURES; GETTY IMAGES/SPORT IMAGES

like—that's just a different crowd."

Brownstein, 40, has never seemed to struggle when it comes to fitting into new situations or disparate audiences. She and her punk-rock band, Sleater-Kinney, arrived on the heels of—and soon became associated with—the 1990s feminist Riot grrrl movement that grew out of cities like the band's hometown, Olympia, 60 miles south of the Safeco Field mound. More recently, Brownstein has become one of the nation's premier culture critics as the co-star and co-creator of the hipster-skewering comedy show *Portlandia*, which IFC has signed for a sixth and seventh season.

Brownstein was touring with the reunited Sleater-Kinney when she found out that the Mariners wanted to see her fastball, she immediately purchased mitts and started playing catch with members of the band's crew. Brownstein grew up in Redmond, just outside of Seattle, so when the tour reached Seattle for a three-night stand in May, she recruited friends to help her practice. Not only did she not want to screw it up, she wanted to go all the way.

"They do allow you to pitch from the edge of the mound if you want," she says. "But I was like, 'No, no, if I'm gonna get out there, I might as well do it correctly.'"

The practice paid off. And after lobbing a pitch right over home plate—more or less a strike—Brownstein was giddy, practi

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cally bouncing from the mound to home plate with an ear-to-ear grin to get an autograph from her ceremonial catcher, Mariners relief pitcher Charlie Furbush. "First and foremost, it was this sense of relief," she says. "And also just a lot of glee—there's something very childlike and fun about getting to do something like that."

Four hours later, the jersey was gone. When Brownstein took the stage with Sleater-Kinney at the Showbox at the Market, a downtown club across the street from the Pike Place Market, she wore all black—save for her impossibly red lipstick and white guitar—and a ferocious, almost possessed look on her face as she kicked and pinwheeled across the stage and climbed on top of the drum kit. "This is our last show in Seattle," she informed the knowing crowd, "so it's a good thing that you're rowdy."

Rather than taking a much-deserved vacation the day after the show—the end of three sold-out nights in Seattle and of Sleater-Kinney's tour supporting its new album, *No Cities to Love*—Brownstein got on a plane and flew to Los Angeles. There, she'd be holed up for seven weeks writing the forthcoming season of *Portlandia* with co-star/co-creator Fred Armisen and a team of five writers.

Brownstein confesses to being tired, but ready to dig in. Her car and two dogs had been driven down from her home in Portland, so being with them and in one city for seven weeks, she says, offers a certain kind of rest.

It may seem odd to write a show about Portland in sunny LA, but Brownstein says she sees many cities around the world that can out Portland Portland, including pockets of LA. Besides, she says, the show has always been about more than a city in Oregon. "Portland was just kind of a stand-in for a certain mindset or a certain way of living," she says. "I don't think we ever felt that it needed to be specific to Portland."

Sleater-Kinney and *Portlandia* are both considered by their fans and creators as something more

PUZZLE ANSWERS

Easy KENKEN

3	1	2	4
4	2	1	3
1	3	4	2
2	4	3	1

Hard KENKEN

3	2	1	5	4	6
2	6	5	3	1	4
6	4	3	2	5	1
5	3	4	1	6	2
4	1	2	6	3	5
1	5	6	4	2	3

Easy Sudoku

8	7	2	3	4	6	9	1	5
5	3	1	9	7	2	6	4	8
6	9	4	1	8	5	2	7	3
4	2	5	7	1	9	8	3	6
9	8	7	6	3	4	5	2	1
1	6	3	5	2	8	4	9	7
2	1	9	8	5	3	7	6	4
7	4	8	2	6	1	3	5	9
3	5	6	4	9	7	1	8	2

Hard Sudoku

9	6	3	5	1	7	2	8	4
1	7	4	8	3	2	5	9	6
2	5	8	6	4	9	7	1	3
5	2	6	9	8	4	1	3	7
4	1	7	2	6	3	8	5	9
8	3	9	7	5	1	4	6	2
6	8	2	3	7	5	9	4	1
7	4	5	1	9	6	3	2	8
3	9	1	4	2	8	6	7	5

H	O	H	O		D	R	A	G		S	C	O	P	E
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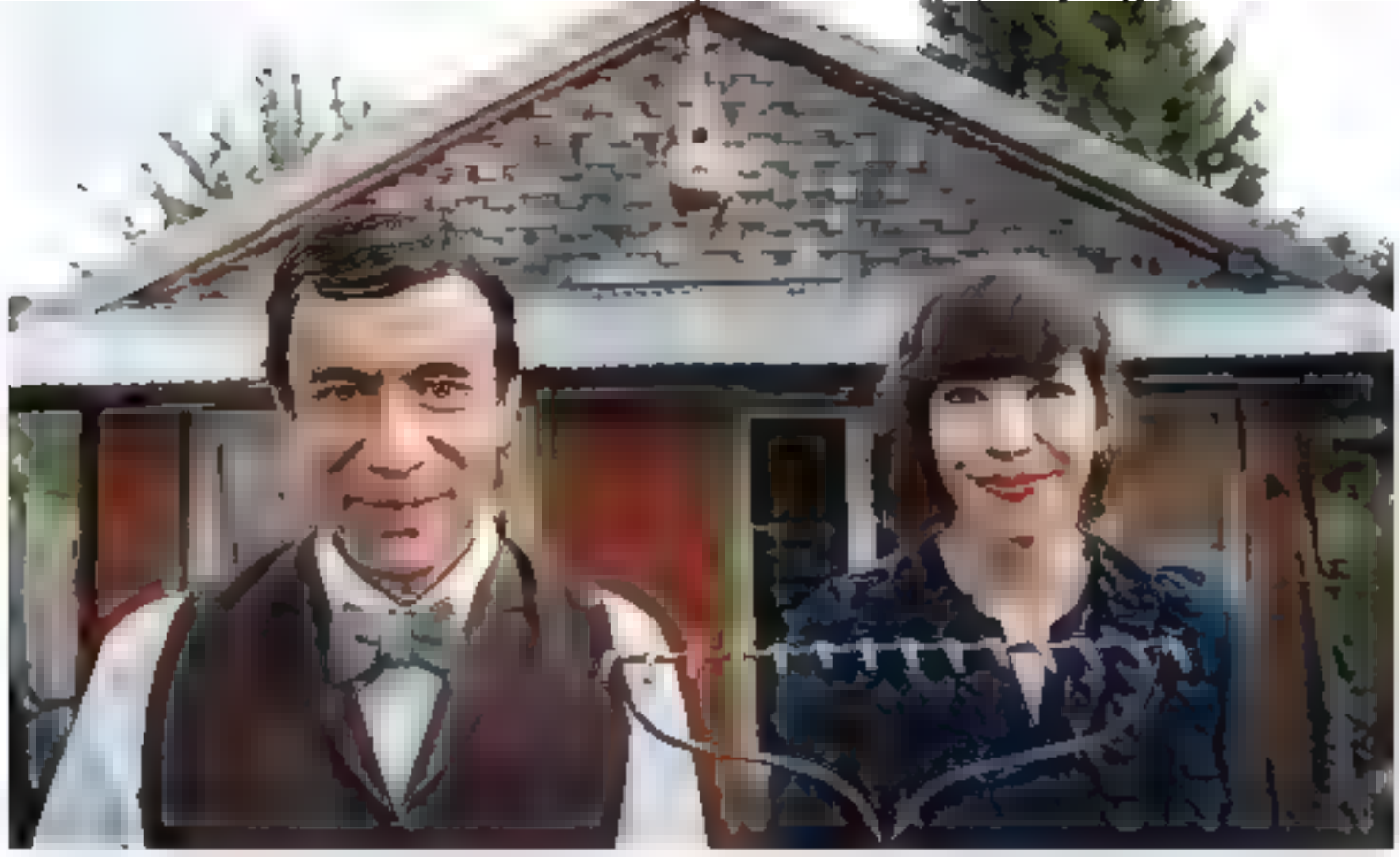

Fred Armisen and Brownstein in the second season of *Portlandia*.

than art. At the Seattle show, there was a sense of advocacy by attendance, with fans downing bottles of IPA and shots of rye whiskey while wearing homemade T-shirts advertising their favorite causes. With *Portlandia*, Brownstein and Armisen aren't just entertaining, they're articulating a slice of American culture by pointing out the way people, say, order free-range chicken as a way of projecting something about themselves. Fans of Sleater-Kinney clearly hope that attending shows and buying albums reflects who they are as well.

"With *Portlandia*, I think people see themselves in the characters or in some of the situations. And they dress up as some of the characters and adopt some of the lines from the show as their own," Brownstein says. "The same with Sleater-Kinney. It's a way that people feel a kinship with it. That always feels really good. And I think there are ways to still be intentional and artful and even mysterious in the output—in terms of the making of the record and the show—but still want people to be involved and not feel alienated from something."

This fall, *Portlandia* will wrap up shooting its next season and Sleater-Kinney will be playing a few shows. Just because she's not feeling busy enough, Brownstein will also release a memoir, *Hunger Makes Me a Modern Girl* (Riverhead), with "snapshots of the most significant parts of my life that sort of led me to play music."

When the book is released in October she will, of course, hit the road to promote it. Even though she has three projects in three different mediums going at once and is booked out through the end of the year, Brownstein says she's not overworked.

"I don't work in a vacuum," she says. "Sleater-Kinney, *Portlandia*, they're creative endeavors that I do with other people. I think it's important to carve out time for things aside from work, but I don't compartmentalize it in that way. All these things kind of exist and cohere into my life in a really seamless way."

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WINE FLIGHT

ANDREA ROBINSON, *Master Sommelier*

Aside from necessary business trips, the motivations to board an airplane are very personal. When my husband John and I were dating, we bonded over our love of traveling to great wine and food destinations. And now that we live in the Napa Valley, we host visitors just like us year-round, savoring the chance to play a bit part in their "bucket list" experiences.

So you might wonder why, with wine country at our doorstep, we'd ever want to travel to another wine region. After all, with a cookbook and a corkscrew we can experience at home the world's great wines and cuisines. Still, when my work as a sommelier calls for traveling to the source, we jump on it, because it brings us to the wine's essence: the land, weather and traditions that are sewn up neatly in a French idea called terroir. That, simply put, is the particular taste identity that distinguishes one world class wine from another.

Spain's famous Rioja region is one such terroir, so I am thrilled whenever duty calls me there. In planning for my next work visit to Rioja, I have been reminded of the experiences available there that are truly unique in the wine world. Among them:

Taste the oldest wine you've ever tried. Thanks to Rioja's exacting minimum aging rules for its top wines, many of the classic wineries, called bodegas, have back stocks of decades-old wines that are the envy of the wine world. On my last visit to the venerable Lopez de Heredia winery, winemaker María Jose Lopez de Heredia served a 48-year-old Gran Reserva wine that blew us away. A visit to the tasting room, where even the youngest wines available are aged to perfection, will show you why wine collectors geek out on traditional-style Rioja. Other great bodegas with amazing bottle-aged wines include Faustino, Ygay and La Rioja Alta.

See the birth of a wine barrel. Rioja's Bodegas Muga is one of the few wineries in the world with an on-site cooperage or barrel-making workshop. Each barrel is handmade by an artisan cooper from wood staves that have cured for years on-site. This ensures that they're ready to impart a signature mellow richness to the oak-aged Reserva (minimum three years' aging by law) and Gran Reserva (at least five years aging) wines.

Experience an inspiring juxtaposition of tradition and innovation. Every classic wine region is embracing innovations in viticulture, architecture and hospitality. But in my view, nowhere is the appetite and aptitude for integrating innovation with tradition more keen than in Rioja. A case in point is the Marques de Riscal winery, whose cellar (with bottlings dating back to 1862) abuts the floral façade of its Frank Gehry-designed Hotel Marques de Riscal, a tap-of-luxury experience complete with a Michelin-starred restaurant and a spa offering wine treatments. Definitely worth getting on a plane for!

Why **SEVEN**? Nestled in the heart of Minneapolis, MN sits this stylish yet savvy, exquisite three-level American Steakhouse-Sushi-Ultralounge-Skybar (heated tent covering rooftop during the winter). The combination alone ensures that the guests of SEVEN will relish an unforgettable experience, while enjoying our 28-day wet aged steaks, fresh seafood or sushi, Italian cuisine and wines stored in our two-story cellar from around the world.

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LAS VEGAS

THERE'S MORE THAN ONE WAY TO DISCOVER A DESTINATION

BY ANDREW VILLAGOMEZ

A view of the Strip from a guest room at The Cosmopolitan of Las Vegas

LAS

LAS VEGAS TODAY IS SO MUCH MORE THAN CASINOS AND BUFFETS; the ever-changing city has morphed into a destination for nearly every type of traveler, from late-night dance fiends to serious gourmets. Many of the 41 million people who visited Sin City last year did so for the wide array of entrainment and nightlife options. Then there's its appeal as an international dining destination, its growing arts scene, the downtown redevelopment and a number of stylish new hotels. Whether you're headed to Vegas for an upcoming business conference, a getaway with friends or a romantic couple's trip, you'll never find yourself without something new to see, eat and experience.

PHOTOGRAPH BY JUSTIN CARRASQUILLO

LAS VEGAS

LUXE TRAVELER

WHERE TO STAY ▸
The Cromwell
This new Parisian-inspired boutique hotel offers an intimate setting in the heart of the strip. The Cromwell's 188 spacious rooms and suites feature hardwood floors, vintage furnishings and luxe bathrooms. *thecromwell.com*

MORNING ▸
Qua Baths and Spa
Be pampered at the tea lounge in this Caesars Palace spa, with amenities such as Roman baths and the Arctic Ice Room, where snowflakes fall down to cool you after a heated treatment. *quabathandspa.com*

PARTY ANIMAL

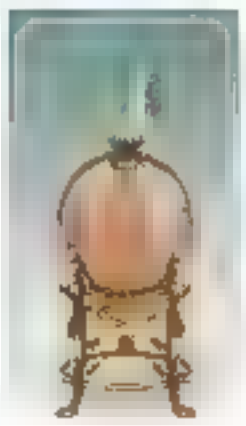
WHERE TO STAY ▸
MGM Grand
Synonymous with raucous Vegas nightlife, the MGM Grand Hotel & Casino features 5,000+ guest rooms, 170,000 square feet of gaming, two Joël Robuchon restaurants and one of city's buzziest nightclubs. *mgmgrand.com*

MORNING ▸
Yardbird Southern Table & Bar
Refuel at this hot new brunch spot by way of Miami for flavorful twists on Southern cuisine. The signature dish is the fried chicken with spiced watermelon and cheddar cheese waffles. *runchickenrun.com*

ART LOVER

WHERE TO STAY ▸
The Bellagio
An iconic Vegas stay, the Bellagio not only boasts nearly 4,000 opulent guest rooms and suites, but its Conservatory & Botanical Gardens change with each season, featuring daily live musical performances in the South Garden. *bellagio.com*

MORNING ▸
Bellagio Gallery of Fine Art
Stroll through an intimate exhibition space of annually rotating artwork that comes from eclectic museums and organizations throughout the world. *bellagio.com*

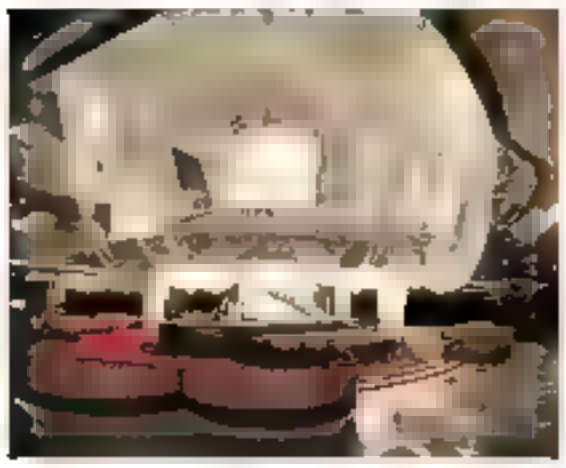


FOODIE

WHERE TO STAY ▸
Mandalay Bay Resort
Lodging options here include the new and chic Delano Las Vegas, the sophisticated Four Seasons and the casual Mandalay Bay Tower—each with easy access to culinary mainstays such as Fleur by Hubert Keller and Lupo by Wolfgang Puck. *mandalaybay.com*

◂ MORNING
Della's Kitchen
Enjoy elegant, farm-meets-city comfort food made from locally sourced ingredients, including produce from the hotel's own rooftop greenhouse. *delanolasvegas.com*

FASHIONISTA



◂ WHERE TO STAY **The Cosmopolitan of Las Vegas**
The Vegas Strip's trendy luxury hotel is home to staples such as The Chandelier bar and the Marquee Nightclub & Dayclub—not to mention the new Rose. Rabbit. Lie social club/restaurant/nightlife venue. *cosmopolitanlasvegas.com*

AFTERNOON ▸ **The Shops at Crystals**
Lose yourself among the couture in this 500,000-square-foot retail and dining district—home to the likes of Ermenegildo Zegna, Prada, Christian Dior, Van Cleef & Arpels, Bulgari and Versace. *theshopsatcrystals.com*

LUNCH
GIADA
Enjoy lovely views of the Bellagio fountains over Italian cuisine with a California spin at the debut restaurant of Food Network's Giada De Laurentiis. *thecromwell.com/giada*

DINNER
Bazaar Meat by José Andrés
This new hot spot from the renowned Spanish chef at SLS Las Vegas is a carnivorous take on his Beverly Hills and South Beach outposts. Some highlights include suckling pig, cotton candy foie gras and beef tartare. *slslasvegas.com*

NIGHT OUT
FIZZ
Sir Elton John has opened a lavish, two-story champagne lounge and bar at Caesars Palace, and it's filled with artwork from his personal collection. *fizzlv.com*

POOL DAY **Wet Republic Ultra Pool**
Relax by the MGM Grand Pool or keep the party going at the Ultra Pool for Wet Republic between Thursday and Monday. The 54,500-square-foot venue has salt-water pools and this summer will feature Afrojack, Steve Aoki, Armin Van Buuren and others. *wetrepublic.com*

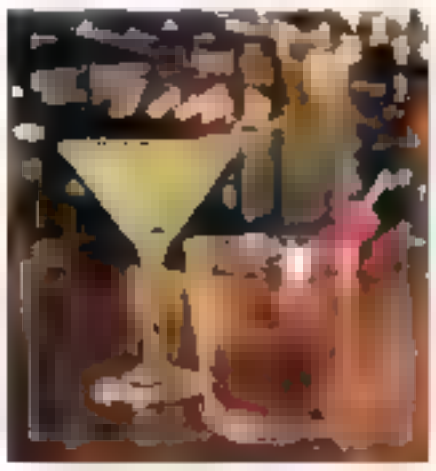
EARLY EVENING **Centrifuge**
Start your night at this modern, circular lounge and bring on the people-watching, craft cocktails and lively bartenders. *mgmgrand.com*

LATE NIGHT
Hakkasan Las Vegas
Five levels of dining, drinking and dancing await visitors, with world-renowned DJs such as Tiësto, Steve Aoki and Calvin Harris spinning each night in the main room. *hakkasanlv.com*

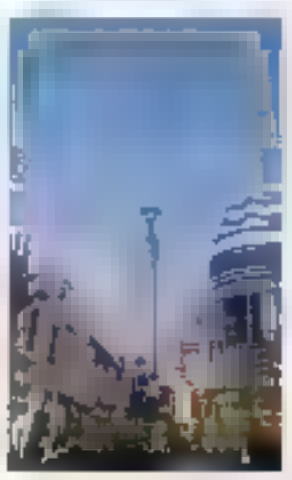
LUNCH
The Arts Factory
Downtown Las Vegas features an 18-block arts district that includes this warehouse building, home to local artists galleries and studios, unique stores and a Latin fusion bar and restaurant. *theartsfactory.com*

AFTERNOON
Neon Museum
Visit the boneyard of Vegas' past where the fabulous neon signs and figures that made the city's iconic art forms are on display. *neonmuseum.org*

EVENING
Art Bar
Sip a martini while you take in the mini-exhibitions of local art at this quaint lobby bar in the Downtown Grand Las Vegas. Make sure to look up as soon as you walk in. *downtowngrand.com*



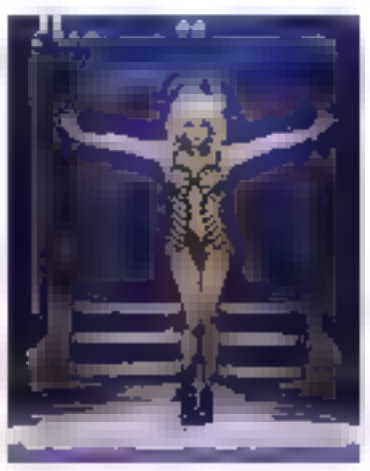
LUNCH
Downtown Container Park
Eat like a local—from ribs at Big Ern's BBQ to artisanal sweets at Sinfully Chocolates—at this open-air shopping and dining district made up of 43 repurposed shipping containers and 41 locally manufactured Xtreme cubes. The site even includes a fabulous playground. *downtowncontainerpark.com*



AFTERNOON
The LINQ Promenade
The outdoor plaza offers a range of dining options to tide you over until dinnertime, from the brick oven–style pizza and craft beers at Flour & Barley to the upscale Chayo Mexican Kitchen + Tequila Bar. *caesars.com*

DINNER
db Brasserie
Chef Daniel Boulud has returned to the Strip with this contemporary version of a French brasserie, tucked away inside the Venetian. *dbbrasserie.com*

DINNER
Andrea's at Encore
Head here for delicious Asian-inspired cuisine in a sexy, posh environment that's perfect for watching people—and their stylish attire. *wynnlasvegas.com*

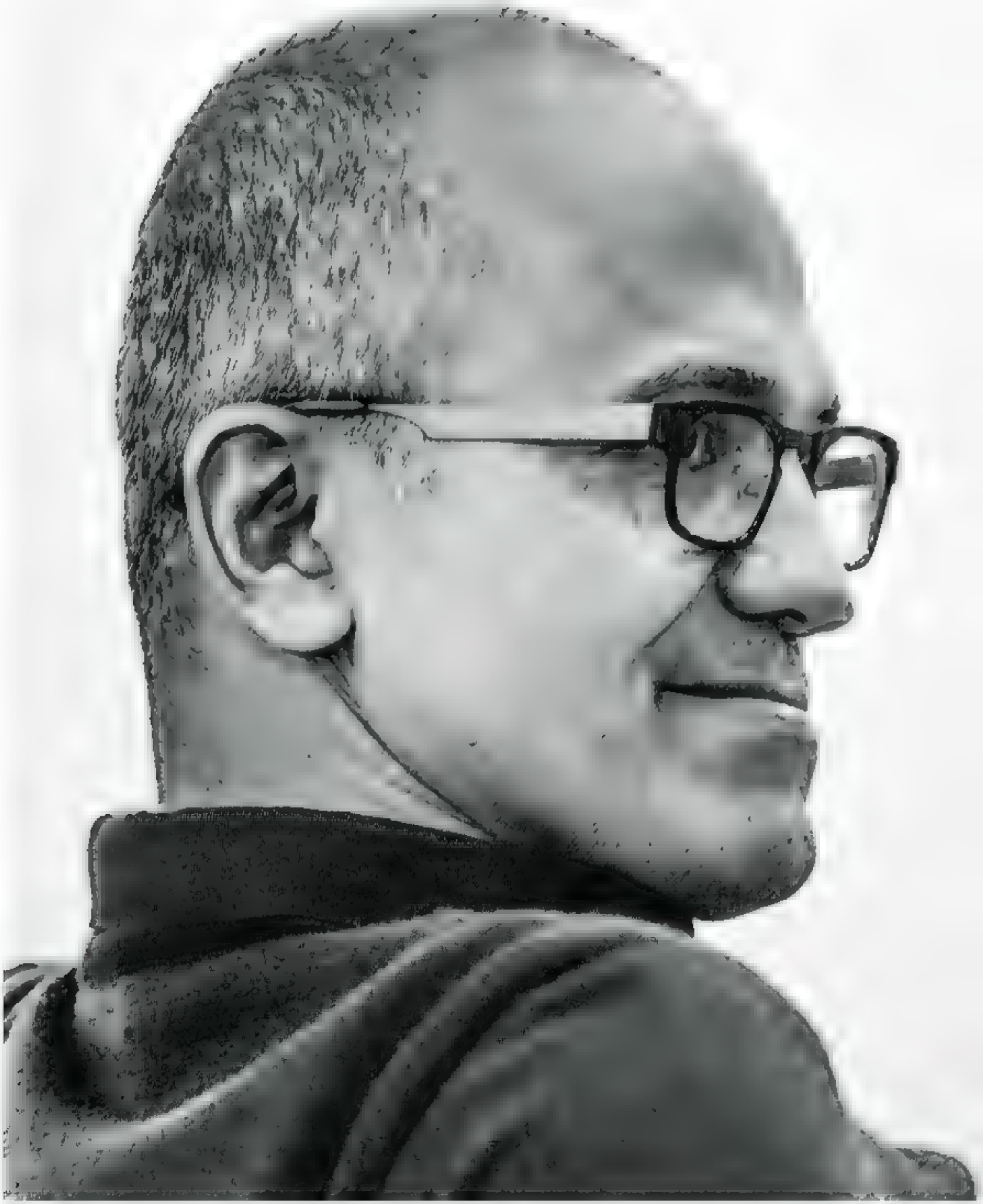


NIGHT OUT
Britney: Piece of Me
Get a piece of Ms. Spears when the diva returns to perform her hit show at the Planet Hollywood Resort this August. *caesars.com/planet-hollywood*

LATE NIGHT
OMNIA Nightclub
This huge "interactive nightlife experience" draws the best DJs in the business. Leonardo DiCaprio and Bradley Cooper even attended the May opening. *omnianightclub.com*

For more must-see spots in Las Vegas, visit delta.com/sky-magazine

SEE PAGE 28 FOR PHOTO CREDITS



a PC and a Dream

Like so many Microsoft employees, Satya Nadella arrived at the company decades ago with a head ful of code and big deas. Today, Microsoft's CEO is aiming to make the products we can't ive (or work) w thout

by Steve Marsh

Seattle

and Microsoft have one of the great symbiotic relationships between a city and a corporation—it's in the same category as Atlanta and Coca-Cola, Ford and Detroit, Minneapolis and Target—but their relationship is much younger, just barely growing into middle age (Microsoft celebrates its 40th anniversary this year).

Driving into the city, you pass giant billboards advertising an exhibition of original *Star Wars* props and costumes at the EMP (Experience Music Project) Museum. The EMP is Microsoft co-founder Paul Allen's museum—he had starchitect Frank Gehry design it to look like a smashed guitar—and Allen is one of *Star Wars*' most famous fans. (Have you ever done a search on eBay for a vintage Darth Vader action figure? Yeah, well, Paul Allen supposedly owns his original helmet.) The billboard is evidence that beginning in the late 1970s, when Allen and Bill Gates brought their tiny BASIC software start-up to these parts, the company and the city have grown up together.

Seattle came of age as a logging and mining town, but since Gates and Allen demonstrated that you could make billions writing computer code, the city has attracted a different sort of prospector. The Microsoft campus is located about 13 miles from Seattle proper in Redmond, across a toll bridge over Lake Washington. The campus is as lushly evergreen as you would expect a Pacific Northwest corporate campus to be. There are big, perfectly manicured athletic fields where software developers are taking early morning circuit-training classes or playing afternoon cricket. There is a mall area called The Commons, with a pet store, cellphone stores, a food court and what seems to be an ultracompetitive solitaire tournament in session.

You notice right away that Microsoft is more diverse than Seattle itself. Information technology department aspirants from every corner of the globe have come here to wear the developers uniform of jeans, cross trainers and a T-shirt with slogans such as "I'm Here Because You Broke Something" (sold for $12.95 at the gift shop in the Microsoft visitor center). This is the big leagues for the computer geek; The Show for any kid from Peoria to Southeast Asia with a PC and a dream.

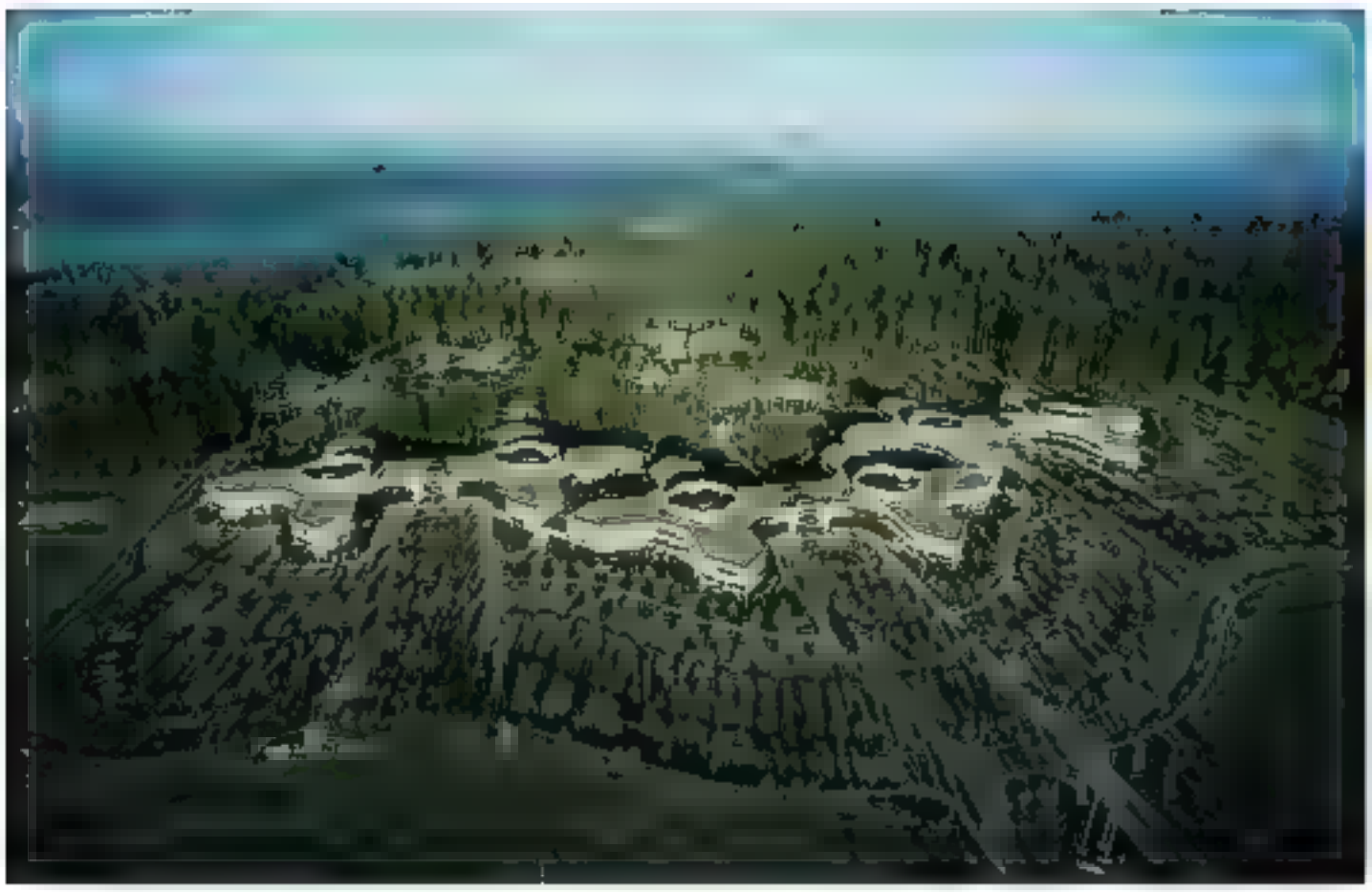
Microsoft's CEO is one of those people. Satya Nadella grew up in Hyderabad, India, and earned his electrical engineering degree from Mangalore University before coming to America to get his master's in computer science at the University of Wisconsin-Milwaukee, followed by a master's degree in business administration from the University of Chicago. He joined Microsoft in 1992. "There aren't too many places you can work where you can honestly say that what you do touches the lives of more than a billion people," he says via an email interview.

Nadella is only Microsoft's third CEO—Gates was the first, and Nadella succeeded Steve Ballmer in February 2014. He has a huge summer in front of him. Microsoft is launching Windows 10 on July 29, and it could use a hit. The Zune music player is still verging on punch line. The Windows Phone is lagging in the mobile market. Microsoft did have a solid game changer in the Xbox, the video game console introduced in 2001, and the apex of the do-everything home entertainment center version, Xbox One, hit stores in November 2013.

Nadella realizes that things have shifted in the past decade, and Microsoft is in the unusual position—especially for a company with total revenues of more than $86 billion—of playing catch-up. "The world that we live in is a mobile-first, cloud-first world," he says. "It's a world where the mobility of the experience across all of your devices matters, not the mobility of a single device." Although Microsoft is active in both cloud computing with its Azure platform and with mobile—it bought Finnish behemoth Nokia in 2014—it isn't currently leading either sector. "The key goal for us is to be able to build experiences that really take advantage of these two trends," Nadella says.

When I visit the campus in Redmond, I'm met by Ben Tamblyn, an Aussie with blue eyes and a buzz cut whose title is manager of storytelling for Microsoft's corporate communications team. We meet in Building 4 in the older east side of campus, the green glass and steel building where Gates used to keep his office. With his

NADELLA PHOTOS COURTESY OF MICROSOFT



CLOCKWISE FROM LEFT: The sprawling Microsoft campus in Redmond, Washington, as it was 22 years ago when Nadella began working there; A "Geek Crossing" sign at Microsoft; Bill Gates and Satya Nadella as Nadella is announced as the new CEO of Microsoft in February 2014.

shades perched on his head, he looks like he's either a surfer or a soldier. "Microsoft is a misunderstood company," Tamblyn says, and Nadella is the man to open it up, to energize the culture, to spark new innovation. He says that great things are happening in these buildings—the best developers in the world are developing things. After leaving Building 4, Tamblyn asks me to pause by a pink rhododendron bush next to a gurgling pond encircled by firs and white pines. "We call this Lake Bill," he says. He invites me to picture Bill Gates, who still spends about a third of his time here, walking on this path in the '80s and breaking down a piece of code or walking side by side with Ballmer, two nerdy Jedis talking through corporate strategy.

Tamblyn tells me that the way they work is changing, and it's not all coming from Nadella—a lot of it is just the spirit of the age. "Twenty years ago, developers produced in spaces locked away from the outside world," he says. "Dedicated work spaces with refrigerators and microwaves where single male coders would stay for 11 or 12 hours straight just coding away." Now, he says, most people leave the campus around 5 p.m., since a lot of longtime Microsoft employees have families now, and the younger ones work differently, seeming to crave work spaces that remind them of their early scholastic experiences. Many of the old campus buildings have been remodeled into open work areas with spaces that look like they

belong in a cool ad agency. There's an area called "The Garage," where a science fair-style event is underway. "This is where SLACS can still happen," Tamblyn says, invoking an acronym for "stay late and code session." This is where 3-D printing and arduino board projects are developed.

We walk past Buildings 32 and 33, where Nadella and his team have their offices. For some reason, there's a DeLorean outfitted like the *Back to the Future* car that's part of a film set, with a woman carrying a smoking bowl of what appears to be dry ice. Next is a plaza covered in tiles, each one commemorating a piece of software in that distinctive Microsoft font—Microsoft Excel '95, Julia Child: Home Cooking With Master Chefs, Microsoft 3D Movie Maker, etc.—and a big round one in a shape of a globe that reads, "Every time a product ships it takes us one step closer to the vision: A computer on every desk and in every home."

Tamblyn tells me that with 1.5 billion people currently using Windows, Microsoft's mission of PC evangelism has been accomplished. "A PC on every desktop was achieved 10 or 15 years ago," he says. "Now the question is: What's next?"

Tamblyn wants to show me his favorite building, Building 20. From the outside, it looks like a suburban credit union. Tamblyn tells me that this is the building in which Microsoft hopes to orchestrate a change in its perception. Inside, the first thing you notice is the names on the meeting rooms: FRING, SCHRADER, WHITE. Oh, I see . . . *Breaking Bad*. I walk around trying to find PINKMAN. This is where Microsoft hosts participants in its Ventures Accelerator Program. "We invest time more than huge sums of money," says Tamblyn. "We're looking for start-ups and we offer them access to Microsoft tech and Microsoft people."

For all the talk about openness, I don't get to see a lot of the cool stuff going on in so many of these buildings. There are clues: I walk by whiteboards with notes about machine learning, and I see a poster for the HoloLens, Microsoft's virtual-reality visor.

One of Nadella's favorite quotes is by the great management consultant Peter Drucker: "Culture eats strategy for breakfast." And walking around, past "Geek Crossing" traffic signs in the parking lot, through *Breaking Bad*-themed meeting rooms in the buildings, it's easy to get a grasp on Microsoft's culture. It was called out in Apple's | CONTINUED ON PAGE 127

AERIAL PHOTO MATTHEW MAYCORBIS SIGNAND GATES NADELLA PHOTOS COURTESY OF MICROSOFT

KOLSTRAND MFG. CO.

SEATTLE STATE OF MIND

One of the fastest grow ng (and most beautiful) cit es in the country, Seattle has morphed from the heartland of grunge to a thr ving boomtown for 21ST-century capital sm

BY CHRIS CLAYTON + PHOTOGRAPHS BY IAN ALLEN

I'M DRIVING NORTH

on Seattle's Interstate 5, gripping the wheel of a white Mitsubishi rental that looks like a cross between a golf cart and a moon boot. In the rearview mirror looms Mount Rainier, the tallest peak in the Cascade Range, while prehistoric-sized fir trees bend in the wind along the highway. I switch on legendary indie music station KEXP and am greeted by a Jamaican groove that's well suited to the sunny spring morning. The singer repeats the word *irie* over and over, an optimistic mantra. Yes, Rasta man, everything does feel *irie*.

The positive vibrations continue as the Seattle skyline comes into view, bookended to the south by Smith Tower, once the tallest office building this side of the Mississippi. Today, it's a neoclassical relic known for its 35th-floor public observation deck. Not as well known is the two-story penthouse inside the tower's pyramid-shaped peak—the only private residence in the building.

I lived in Seattle a decade ago and my own residence, a one-bedroom apartment, wasn't nearly as fantastical. It's my first trip back in years, and I'm curious to see if the place that *Forbes* recently named the fifth-fastest-growing city in America looks anything like the one I left.

Upon arriving downtown, I make my way to nearby Belltown, a walkable, densely populated neighborhood known for its nightlife and proximity to some of the city's greatest hits: Puget Sound, Pike Place Market, Olympic Sculpture Park, the Seattle Great Wheel.

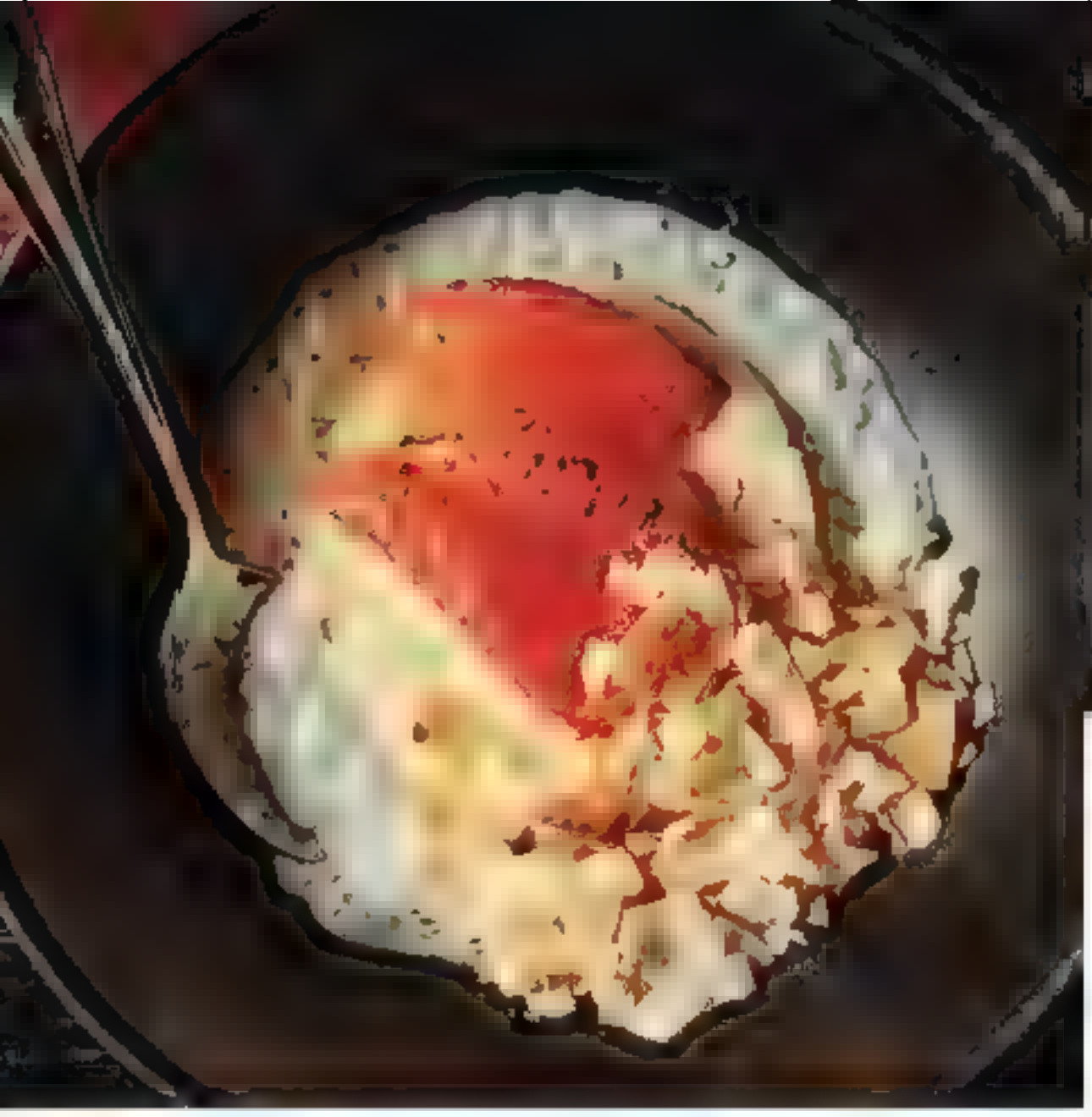
I check into the Palladian Hotel, which opened in Belltown in January. The Kimpton property bills itself as "boutique" and as such is ready for its Instagram close-ups. Contemporary décor with a vintage spin? Check. Cocktail lounge with its own "drinks program"? Yes. Spacious rooms with those half-wall shower screens that are all the rage? Right, again. I'm instantly fond of the place.

A half-hour later, I'm ambling through the city's urban core and it feels a little strange, like visiting the house you grew up in: The walls might be a different color, but it's familiar all the same. The city is still plagued by the problem of homelessness. And it's still staggeringly beautiful. Panoramic mountain and water views are the main event, but I've always been drawn to the details—the moss that clings to walls and rooftops like a second skin and the historic indigenous art on display across the city, a reminder of Seattle's complicated past (the Pioneer Square Totem Pole, a gift from the region's Tlingit people in the late 1930s, is a must-see).

After lunch at Green Leaf Belltown, a Vietnamese joint known for shrimp-stuffed fried pancakes, I head to the city's folksy, freewheeling heart: Pike Place Market. On this warm, cloudless Saturday, it's swarming with sightseers, buskers and neohippies taking advantage of Seattle's lax recreational marijuana laws. A woman hawking prints of the Space Needle informs me that it's the first day of cruise season, with ships in from Alaska, Hawaii and the Panama Canal. Pike Place has always been touristy—home to those fishmongers that fling salmon like Frisbees—but authentically so. Picture flower and produce stalls, trinket stands and restaurants that have been doing the farm-to-table thing since before it was cool (props to Matt's in the Market).

I start at the north end and stroll the cobblestone street that divides the market into two multilevel complexes. At the world's first Starbucks, opened in 1971, there's a line out the

THIS PAGE: A plate of sushi at Mashiko. OPPOSITE: The Seattle Wheel along the harbor; Street musicians at Ballard Farmers Market.



THE FARMERS MARKET IS IN FULL SWING THE DAY I VISIT, THE AVENUE TEEMING WITH PRETTY YOUNG PEOPLE IN SUNDRESSES AND SELVEDGE DENIM.

CLOCKWISE, FROM UPPER LEFT (PREVIOUS PAGE): A dessert of tapioca, grapefruit and coconut at Joule; Having a pickle at Britt's Pickles; Fishmongers at Pike Place Market; The bar at Joule; A guest room at the Palladian Hotel; Jaume Plensa's *Echo* at Olympic Sculpture Park; A paddleboarder near Alki Beach; A pianoplayer at Pike Place Market; Calder's *The Eagle* at Olympic Sculpture Park; The Seattle Wheel; The kitchen at The Whale Wins; Bicycle carts at Alki Beach; Reading in the sun at Olympic Sculpture Park; Music racks at Easy Street.

CLOCKWISE FROM TOP LEFT: Diners at Bitterroot restaurant; Pike Place Market; Free brine shots at Britt's Pickles; A canal near Ballard Market; Patrons at Ginger Beer Shop; A sampling of cocktails at Joule—including the Good n' Plenty, with gin, star anise honey, pernod and citrus.

door. Four gospel singers harmonize a hopeful tune in front of ye olde coffee shop, as if to tell the queue, *Hold on, be strong, you will get your historic venti latte.*

In the mazelike interior of the Corner Market building, cases overflow with cheese and oysters and slabs of beef. Tucked in the back is Britt's Pickles, staffed by one Andrew Berg, a friend of my brother's whom I've known for years. "Pickle man," I say, and he gives me a vinegar-scented hug. I sample spicy pickles and some seriously dank kimchi made with black garlic, an Andrew original. A heavyset man in an LA Dodgers hat stops by the counter, grabs a jigger and fills it from a glass dispenser. "Free brine shots," says Andrew.

I glance at my phone and realize I'm late to meet another friend, Al, at the marina below the market. I jog down multiple flights of stairs to the boardwalk on the always-busy Pier 66, where someone in a horse mask is going full Keith Moon on an assortment of overturned 5-gallon buckets. At Bell Harbor Marina, Al and his girlfriend, Maggie, arrive in a beat-up Boston Whaler that Al borrowed from a friend.

Elliott Bay is choppy, but the scenery from the water is unreal. Every direction boasts a blockbuster view: the Space Needle to the north, Rainier to the south, downtown and the Ferris wheel to the east and Bainbridge Island and the Olympic Mountains to the west. As the sun drops in the sky, Al turns the Whaler toward the marina, where I spot the horse drummer still going strong on the boardwalk. From a distance, resplendent in the last light of day, he looks like a wild, mythical creature. A crowd has gathered around; a few onlookers pull out selfie sticks and raise them to the heavens.

THE NEXT MORNING CALLS for coffee at the reliably great Caffe Ladro and a trip to Upper Queen Anne, the prototypical Seattle hilltop neighborhood where $800,000 will get you a four-bedroom craftsman. On West Highland Drive, past the Kerry Park overlook, the size and price of the homes begin to climb. In spots the street feels like an architectural survey—on one corner a stately Spanish Colonial sits across from a severe contemporary box.

Gawking at multimillion-dollar homes makes me hungry, so I order hash and eggs at a favorite Queen Anne café, The 5 Spot. Next, I drive north to Discovery Park, a 534-acre expanse that encompasses a historic army fort, a Native American cultural center, forests, bluff-top prairies and rocky shoreline. I do a 3-mile loop, trying and failing to keep up with the hard-core hikers.

Sufficiently beat, I cruise over to Ballard, a former fishing village that in recent years has become Seattle's answer to Williamsburg in Brooklyn. Its most celebrated commercial drag, Ballard Avenue, has a small-town main street vibe, but the shops and restaurants are big-city cool—from stalwarts such as alt-country bar The Tractor to new spots such as the perhaps-too-precious oyster bar The Walrus and the Carpenter.

The farmers market is in full swing the day I visit, the avenue teeming with pretty young people in sundresses and selvedge denim. Even the dogs and kids are stylish, but I can only handle so many babies in Chuck Taylors, so I grab some brisket

at Bitterroot BBQ and speed away in the moon boot. From Ballard, I pop in and out of neighborhoods that are in the middle of various costume changes: Fremont (from counterculture haven to conventionally trendy 'hood); Capitol Hill (once an edgy artists' quarter and now a young-professional playground with buzzy restaurants and cafés such as French/Vietnamese hot spot Stateside and cookie heaven Hello Robin); and South Lake Union (from outdoorsy paradise to lively tech hub). It's not the Seattle I remember, but there's something exciting about that. For the first time during the entire trip, I feel like a tourist.

PUTTING DOWN MY PHONE, I turn to a wary bartender with a samurai ponytail. "I better not be in any of those," he says, glowering. "Same for my customers. I've seen guns pulled on people doing that here." I assure him I simply wanted to capture my old haunt for posterity—no humans were photographed today. He looks at me hard and then smiles. "What can I get you?"

Welcome to the Mecca Cafe & Bar, a Lower Queen Anne dive as narrow as a galley kitchen and just the right amount of dangerous (its tagline: "Alcoholics serving alcoholics since 1929"). It's late afternoon and I'm sitting with my friend Jordan, a professional musician who lives across the Duwamish River in laid-back West Seattle with his wife and young daughter. It feels good to be somewhat off-grid, hiding out in a place that perfectly captures the grumpy, insular weirdness of old Seattle.

The wall behind the bar is covered in coasters and signs that say things like, "Every time I get plastered, my wife gets pregnant!" Opposite the bar, separated by a dividing wall, is the café half of the operation, which slings a fine cheesesteak.

The bartender seems to have cooled off. I tell him the Mecca was a favorite of mine when I lived up the hill a decade ago. "City looks a little different now," he says, sliding me a whiskey-ginger. "Mostly condos." Like a lot of lifers around here, he blames technology for transforming Seattle from grungy port town to nouveau riche playground.

From afar, this sentiment is about as interesting as pining for the old, gritty Times Square of the 1970s and '80s. Gentrification isn't easily parsed with platitudes. But get up close and personal with any fast-changing city and the tension between old and new is undeniably fascinating. In the case of Seattle, this began nearly 100 years ago when Boeing set up shop. More visionaries followed: Starbucks, Costco, Nintendo | CONTINUED ON PAGE 128

SEATTLE DOESN'T FLAUNT ITS WEALTH LIKE LOS ANGELES OR NEW YORK, BUT IT'S CERTAINLY ON DISPLAY.

MY PASSION
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North Dakota

AMY TABORSKY NOTOUR SM DM

North Dakota's distinctive art deco capitol stands tall in Bismarck.

BUSINESS

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TRAVEL

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Q & A

GOVERNOR JACK DALRYMPLE

With deep North Dakota roots, the governor shares insider knowledge about his state.

The Prairie Goes Global

NORTH DAKOTA'S RUGGED INDIVIDUALISM HAS LONG BEEN ITS CALLING CARD, BUT TODAY, IT'S PROPELLING THE STATE TO RECOGNITION AS A BOOMING BUSINESS ENVIRONMENT *by* **MARNIE LAHTINEN**

▶ You know the song don't you? The one about a home where the buffalo roam and the deer and the antelope play. Well, North Dakota might actually be that place where seldom is heard a discouraging word. But this formerly quiet—some might say modest—prairie state's image changed when it stepped onto the national stage more than a decade ago. Since then, North Dakota has shown that a home on the range has taken on new dimensions—not just national, but global dimensions.

Open for Business

New technologies in shale field exploration opened the gates for oil and gas development in the state's Bakken formation a decade ago. A derivative of that rural energy boom was a boost to North Dakota's metropolitan areas. Bolstered by economic diversity, jobs opened, people flooded in and a vibrant economy began to flourish in the state's largest cities, namely Fargo, Bismarck and Grand Forks. These three cities doubled the job growth rate of the nation (according to a Praxis Strategy Group study). A *Forbes* ranking puts Fargo fourth and Bismarck seventh in the nation for fastest-growing small cities.

"The course we set years ago to grow our economy and create jobs is paying off in major ways," says North Dakota's 32nd governor, Jack Dalrymple. "Our energy sector is certainly an important part of our growth, but no single in-

CLOCKWISE FROM FAR LEFT: Downtown Fargo and the Fargo Theatre; agricultural fields and oil pumps in Tioga near Williston; Sanford Health heart cath lab; Myriad Mobile offices.

dustry tells the whole story of the great progress we're making all across the state." A number of business sectors are expanding statewide, including software technology, agriculture, international trade and advanced manufacturing.

Life on the prairie is now high tech, and geographically isolated areas can have both global reach and impact. The state's GDP growth has outpaced the nation for four consecutive years, according to the Bureau of Economic Analysis, 2014. Industry giants such as Amazon and Microsoft are already in the state and a range of companies is arriving. North Dakota has cut taxes and passed legislation to encourage business start up and growth. It is a strategy that takes care of existing businesses while also attracting newcomers.

That atmosphere is adding to the state's reputation as desirable place to live. "At the core of our success is the people of North Dakota. We work hard, we understand the value of high-quality education and we are committed to seeing that our children have even more opportunities than we had," says Dalrymple. "North Dakota has become an example to the rest of the nation, an example of what can be accomplished when people work together to improve everyone's quality of life."

Tech Hot Bed

For many people—probably even most—the words "technology" and "North Dakota" don't go together. Time to rethink. North Dakota led the country in growth of STEM (science, technology, engineering and math) jobs between 2004 and 2014, and the STEM workforce grew by 37 percent, according to the Praxis Strategy Group. Microsoft has a significant presence in the state. Fargo's 80-acre campus, with close to 1,700 employees, is the third-largest for the software behemoth outside of its Redmond, Washington, headquarters and its Mountain View, California, campus in Silicon Valley.

"The state has done a number of positive things for attracting and keeping companies such as Microsoft [here]," says Don Morton, site leader for the Microsoft campus in Fargo. In addition to favorable government policy, Morton credits the quality workforce. "We are consistently impressed by the productivity and quality of the people at our North Dakota location."

In many ways, Microsoft has served as the catalyst for tech start-ups in North Dakota. "Having the presence of the largest software company in the world in our state helps because there are smaller companies that want to be closer to where we are," says Morton. "Also, we have had Microsoft employees go off and create their own businesses or lead start-ups."

Myriad Mobile, a Fargo-based mobile application developer, is one example. The young company is rapidly accumulating accolades and customers. Co-founders Jake Joraanstad and Ryan Raguse, who started the app-building company while undergraduates at North Dakota State University, have grown Myriad Mobile to over 50 employees in just under four years. "The pioneer spirit that built the northern plains is alive and well in Fargo's tech sector," says Joraanstad, CEO of Myriad Mobile.

All across the region, innovative tech companies are expanding their reach and influence. Mandan's National Information Solutions Cooperative (NISC) is one of the country's largest software providers for utility cooperatives and works with organizations around the world. Pedigree Technologies in Fargo is an advanced resource management solutions company utilizing machine-to-machine telematics. It was ranked as one of the nation's fastest-growing private

My North Dakota

JACK DALRYMPLE

FARMER, ENTREPRENEUR AND GOVERNOR OF NORTH DAKOTA

LOCAL ROOTS: I grew up on a farm near Casselton, North Dakota, established by my great-grandfather in 1875. My wife, Betsy, and I raised our daughters there in the house he built in 1880.

FAVORITE EATS: You can't beat the steaks that come from North Dakota cattle, but I also enjoy the walleye that I catch in Devils Lake and the pheasants and ducks I shoot in the fall.

MUST-SEES: Even if you're not a golfer, you must see the views on the Bully Pulpit golf course near Medora. The back nine is cut directly out of the gorgeous buttes of the Badlands.

ONLY HERE: I would say that the people of North Dakota are the warmest, most genuine and accommodating people I have ever met.

TRAVEL ADVICE: The outdoors experiences are everywhere. The whole state is like a giant park with fishing, hiking, boating, biking and more.

My North Dakota

DOUG BURGUM

CHAIRMAN AND CO-FOUNDER, ARTHUR VENTURES

LOCAL ROOTS: Born in Fargo, I spent my first 18 years in Arthur, North Dakota, population of roughly 350

DAKOTA. I cannot resist the local delicacy known as "chippers" (chocolate-covered potato chips) from Carol Widman's Candy Company.

MUST-SEE: Historic Fort Lincoln. My great-grandparents were at Fort Lincoln when Lt. Col. George Custer left for the Black Hills Expedition in July 1874. Another favorite is the Lewis and Clark Interpretive Center in Washburn, where visitors can relive the Lewis and Clark adventure and learn about the Mandan, Arikara, and Hidatsa tribes who lived in the area.

ONLY HERE: I've been on the Maah-Daah-Hey Trail near Medora on foot, mountain bike and horseback. The breathtaking panoramas and the soul-redefining stillness make for unforgettable memories.

FROM LEFT TO RIGHT: Essentia is a leader in telemedicine in North Dakota; Basin Electric Power Cooperative headquarters.

companies by *Inc. Magazine*. "Pedigree Technologies has realized tremendous growth due to the state's positive economic conditions and strong support from its entrepreneurial community," says its CEO, Wade Wilson.

This is not "fly-over country." The U.S. Chamber of Commerce named North Dakota as the nation's top overall growth performer since 2000. And despite a pervasive Midwestern modesty, one North Dakotan is on a mission to showcase the state's vibrancy and potential. Greg Tehven cofounded Emerging Prairie, an organization committed to connecting people and celebrating Fargo's entrepreneurial ecosystem.

"North Dakota has a low cost of living, a fact that attracts a younger crowd and generates an energetic and adaptable culture," says Tehven. "Every time friends visit our community, I ask them what they appreciate, and time and time again, they share [that] they love the energy, the optimism and the spirit of possibility."

Happy, Healthy People

As one of the healthiest and happiest states, it's no surprise that well-being ranks high on the radar for North Dakotans. A 2014 Gallup-Healthways Well-Being Index ranked North Dakota the happiest state in the nation. And according to a report published by America's Health Rankings, North Dakota is among the top 10 healthiest states. All this happiness and healthiness has drawn the attention of some of the biggest players in health care.

"North Dakota is one of the most exciting places to be right now in terms of growth, jobs, opportunity and quality of life," says Paul Richard, president of Sanford Health Fargo Region.

Sanford Health, the largest employer in the state, is investing in North Dakota to the tune of hundreds of millions of dollars. A $500 million hospital under construction in Fargo is touted as one of the largest private industry construction projects in the history of North Dakota and it is one of the 10 largest health care construction projects in the United States. Perched at the juncture of two major interstates, it will be the only level one trauma center between Seattle and Minneapolis.

A place that was once considered the last frontier is now at the forefront of health care innovation. "The next frontier in health care is genetics and genomic medicine, and Sanford is bringing it to North Dakota," Richard says. "With Sanford Imagenetics [for example], you can walk into one of our clinics today, get a blood test and know which medications or treatments will work best with your body and genetic information."

Essentia Health is another major player in the region. Founded in Fargo in 1926 by a group of physicians, the organization now has 18 hospitals and 68 clinics across a four-state coverage area. That includes one hospital and nine clinics in North Dakota, in which 3,700 people are permanently employed.

"We're one of three level three accountable care organizations—and three is the highest level—in the country," says Essentia CEO Dr. David Herman. "We use that organization and structure . . . to promote health as well as take care of people when they're ill."

Essentia's 55 medical specialties, which include state-of-the-art stroke care as well as interventional neurology and cardiology, will get a boost with the addition of a new four-story wing at its Fargo hospital, set to open beginning in June.

As for the happy factor: North Dakota is an outdoor sports mecca. Steve D. Scheel is a native North Dakotan and company chairman of the

DAN FAIRE'S PHOTOGRAPHY (BURGUM); JEFF KEY ESSENTIA; COURTESY BASIN ELECTRIC POWER COOPERATIVE

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My North Dakota

DR. CRAIG LAMBRECHT

PRESIDENT OF SANFORD HEALTH, BISMARCK REGION

LOCAL ROOTS: I was born and raised in Wishek, North Dakota. My mom worked as a nurse, and my dad was a rancher, teacher and mayor. After receiving my medical degree at the University of North Dakota, I accepted my first job in Bismarck where I still live.

MY NORTH DAKOTA: Since I'm a rancher, a steak dinner at Peacock Alley in downtown Bismarck is my first choice. And no trip to North Dakota would be complete without sampling German specialties such as knoephla soup.

MUST-SEE: Experience the Badlands of western North Dakota. Catch The Medora Musical and view the breathtaking natural beauty of Theodore Roosevelt National Park. NDSU football Saturdays in Fargo are a real treat.

PERFECT DAY: Take in a sunrise or sunset and interact with residents. The skies tell a story every day and night. Two factors make North Dakota a great destination—the outdoors and the people.

ABOVE: Williston Area Recreation Center, designed by JLG Architects.

board of one of the state's most successful retailers, Scheels. He knows locals work hard, but play hard, too. "North Dakota is a good place to do business because the economy is diverse and booming," says Scheel.

A Building Boom

For the past two years, North Dakota has exceeded every other state in the rate of population growth. This boom has spurred a significant need for additional infrastructure, and state legislators recently approved a $1.1 billion funding bill to address the increasing needs for services and facilities.

"North Dakota's rapid growth has allowed all types of businesses to flourish," says Niles Hushka, president and CEO of Bismarck-based KLJ. "The growth has allowed KLJ to take on unique and innovative projects such as the U.S. Highway 85 four-lane expansion, bypass and bridge project and the relocation of Sloulin Field International Airport [in Williston]." At 45 miles long, the U.S. Highway 85 project is the largest North Dakota Department of Transportation venture in history and the airport is one of the fastest. "This is an estimated 230 to 250-million-dollar project and it should be ready to go in 2017/2018," explains Hushka. "A normal schedule for this type of project would take 10 to 15 years."

Another longtime North Dakota company is responding to infrastructure needs. More than 50 years ago Basin Electric Power Cooperative chose Bismarck as its home because of the city's proximity to North Dakota's lignite coal fields. Today, the generation-and-transmission cooperative also enjoys access to other sources of energy, including natural gas and wind.

"Because the state and region are a hotbed for energy development in all areas . . . it's advantageous to be located in close proximity to it," says Paul Sukut, CEO and general manager of Basin Electric. That hotbed has created needs for additional power and transmission lines to get electricity to its growing membership.

JLG Architects, a North Dakota-based business for 26 years, has grown its operations to meet increasing demands. CEO Lonnie Laffen says the past 10 years have generated unprecedented infrastructure needs in the state. "There's a real opportunity when you get to plan this much construction at one time because you truly make an impact on a community-wide basis, rather than just project by project," says Laffen. He believes the steady population growth is directly tied to the business-friendly environment the state has cultivated. "[North Dakota] doesn't overburden businesses with . . . excess regulation and keeps government small and therefore the tax rate low," Laffen explains.

Education and Collaboration

For all its abundant natural resources, low taxes and business incentives, North Dakota's greatest asset is its people. As the home to nineteen college and university campuses, including two major research universities, North Dakota is dedicated to educating its populace. Fifty percent of the population of young workers (ages 25 to 44) possesses an associate's degree or higher, which ranks North Dakota third in the nation

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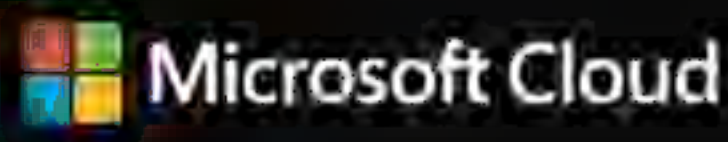

NORTH DAKOTA WAS NAMED THE BEST RUN STATE IN THE NATION FOR THE THIRD YEAR IN A ROW

24/7 WALL ST., 2014

FROM LEFT: Microsoft offices in Fargo; Wilton wind farm harvesting done on behalf of Basin Electric Power Cooperative.

STAR ARNESCHAMP; MICHDOF; BASIN ELECTRIC POWER COOP; WILTON FARM

The high school graduation rate is 86 percent, compared to the national average of 79 percent, and college participation rates among high school graduates is 67.4 percent compared to the national average of 62.5 percent.

North Dakota State University—located in the state's most populous city, Fargo—devotes $150 million annually to research. The National Science Foundation ranks NDSU in the top 100 public institutions for research and development based on expenditures reported to NSF. The Carnegie Commission on Higher Education added NDSU to its category of public and private universities with very high research activity.

Remarkably, seven business start-ups have emerged from such research efforts at the school in just five years. "NDSU produces successful entrepreneurs because students are

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JLG architects

GALLUP JOB CREATION INDEX RANKED NORTH DAKOTA NO. 1 FOR THE BEST JOBS MARKET IN 2013.

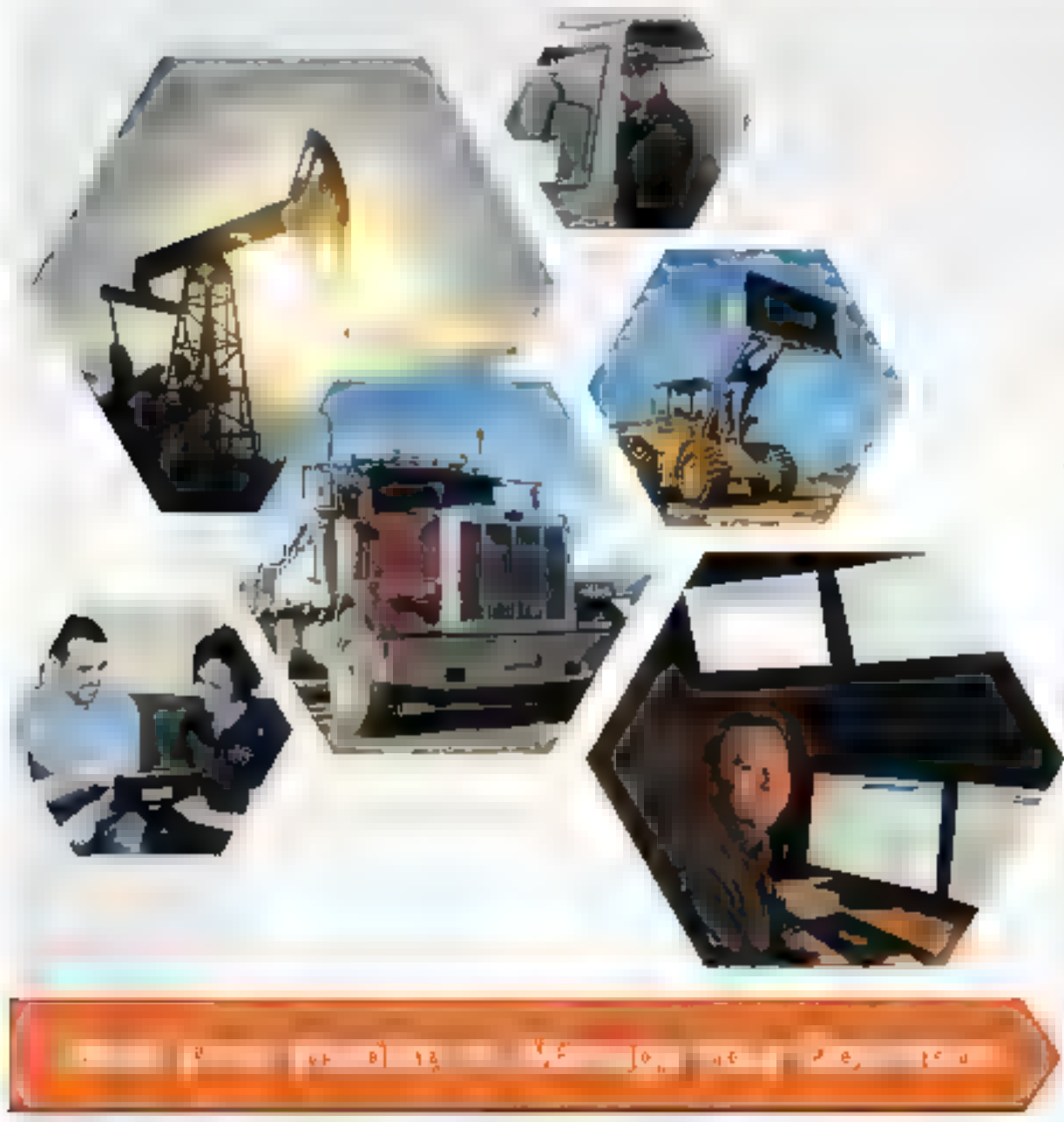
FROM LEFT: University of Jamestown campus; Discussing architecture at North Dakota State University.

COURTESY UNIVERSITY OF JAMESTOWN; BETTY DANKOECK, NDSU UNIVERSITY THE ALTONS PIGHT

able to participate in research as undergrads and grad students, see opportunities with the Innovation Challenge we sponsor and work with faculty who license NDSU-developed technologies as an extension of their discoveries and form start-up companies," says Kelly A. Rusch, vice president for research and creative activity.

Seventy miles north of NDSU sits the Grand Forks-based University of North Dakota, renowned for its cutting-edge programs in aerospace, engineering, health sciences, energy and environmental protection. In May, the Federal Aviation Administration awarded the John D. Odegard School of Aerospace Sciences a prestigious part in a national research system aimed at safely integrating unmanned aircraft systems into the national airspace.

Despite its small size, the University of Jamestown registers big on the national stage. *U.S. News & World Report* has consistently rated



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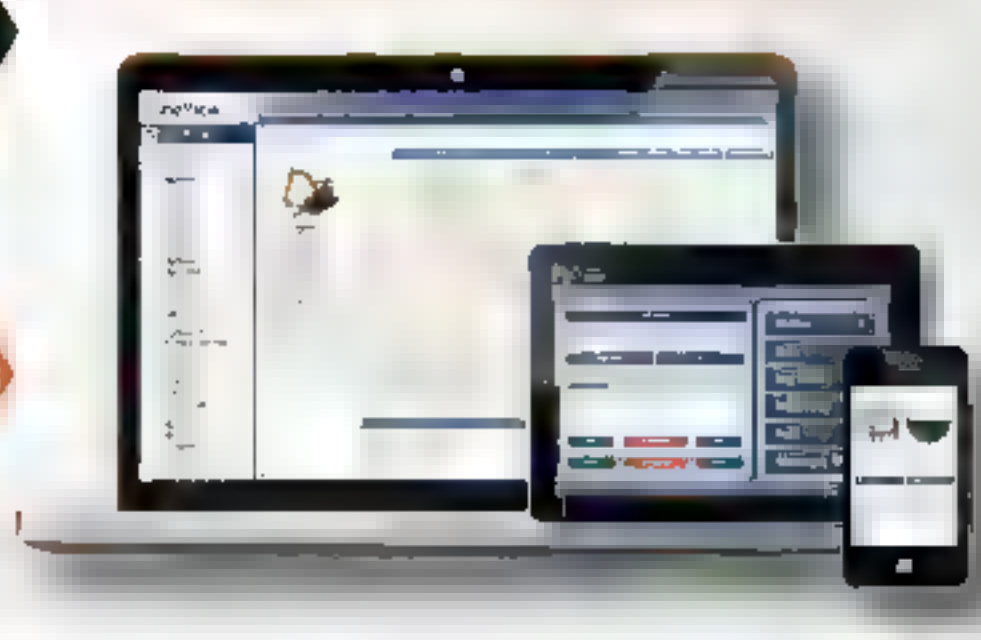

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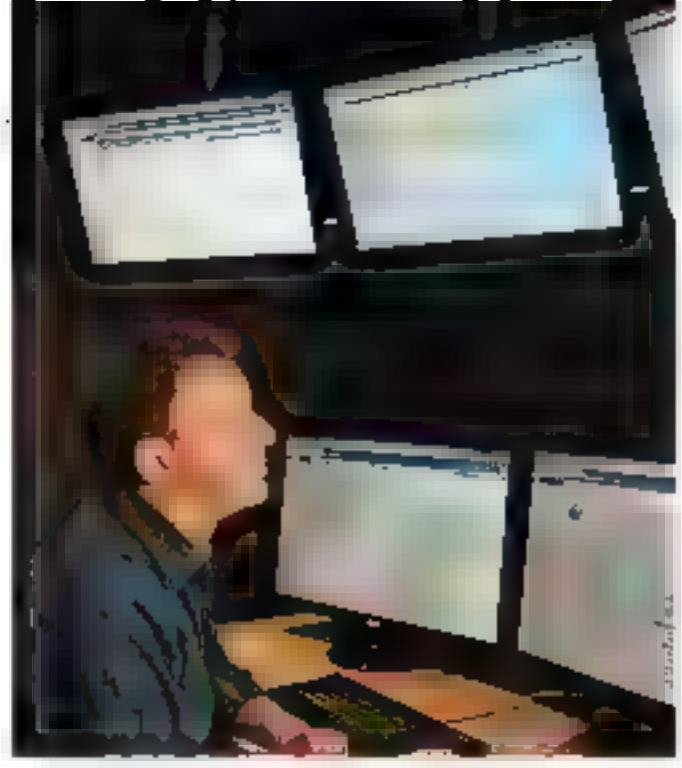
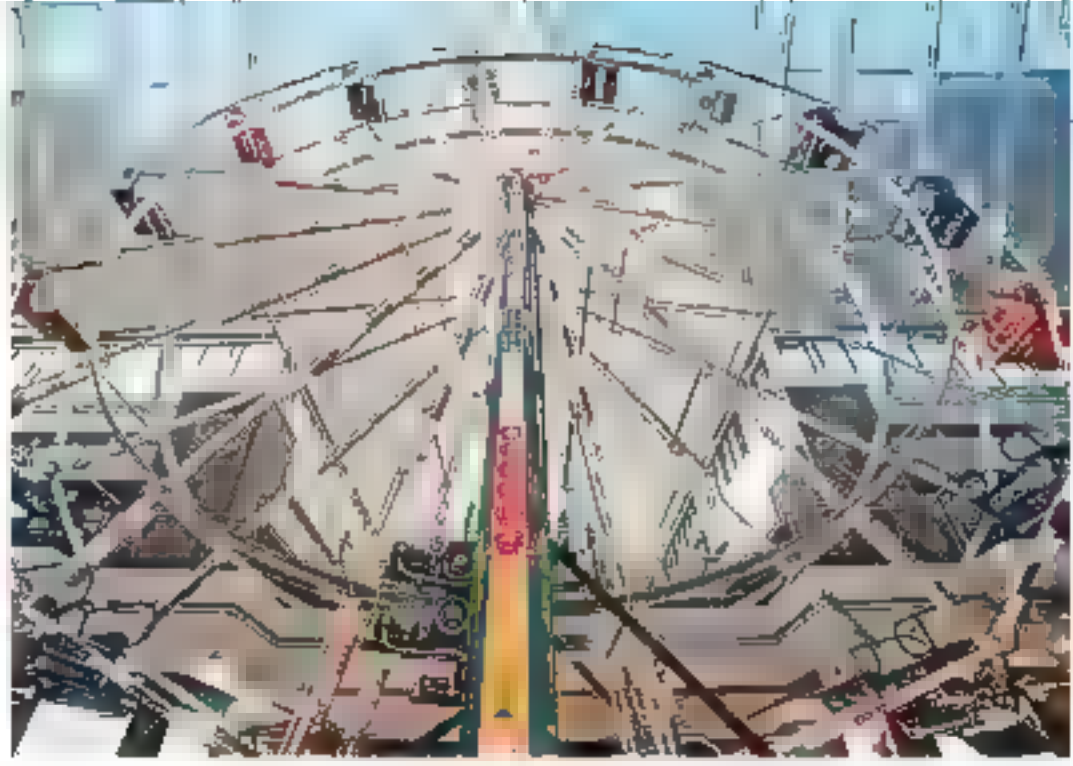
NORTH DAKOTA RANKED NO 1 IN A NATIONAL ENTREPRENEURSHIP INDEX

UNIVERSITY OF NEBRASKA, BUREAU OF BUSINESS RESEARCH, 2014





FROM LEFT: Pedigree Technologies; The Ferris wheel at Scheels Sporting Goods in Fargo.

COURTESY PEDIGREE TECHNOLOGIES; COURTESY OF SCHEELS RIGHT.

the liberal arts college in the top tier in the Regional College Midwest category in its annual Best Colleges ranking. The university is expanding just as the rest of North Dakota is.

"We are planning to admit engineering students in the fall of 2016 in response to the demand for engineering students with the critical thinking and communication skills that a liberal arts degree provides," says vice president for marketing Tena Lawrence. The university recently opened a Fargo campus and a $16 million sports arena is in the planning stage.

The University of Mary is perched high above the Missouri River's banks just south of Bismarck and is another North Dakota private university with global reach. The diverse student body includes students from 42 states and 23 countries and has campuses in six U.S. states, a campus in Rome and another in Peru.

Tradition Lives On

North Dakotans are facing a bright future with a tradition of strong work ethics and pioneering vision. It's proof that even as new industries emerge and flourish, some things on the range never change.

[illegible] | [illegible] PHYSICIANS | ADVANCED PRACTICE CLINICIANS | 13,800 EMPLOYEES

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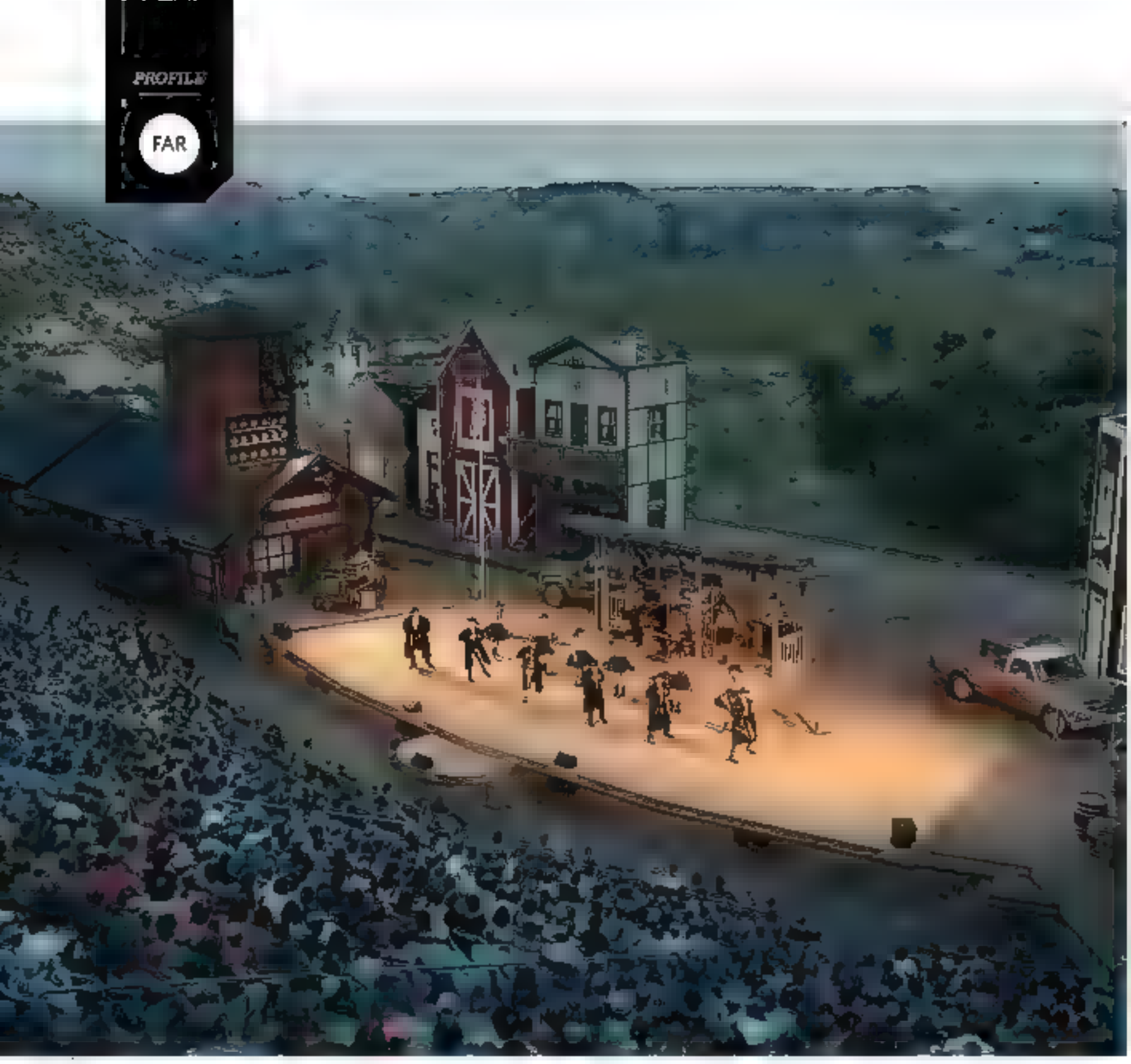
Here with you



Choose Your Own Adventure

FROM VIBRANT CITIES TO JAW-DROPPING NATURAL WONDERS, NORTH DAKOTA TEMPTS TRAVELERS WITH AN ARRAY OF UNEXPECTED EXPERIENCES. ***by* ALICIA UNDERLEE NELSON**

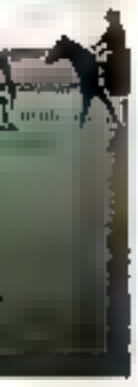
▶ North Dakota is a land of contrasts. This is a place of scenic country drives and heart-pounding outdoor adventures, of urban exploration and wide-open spaces. The busy, buzzy cities in the eastern part of the state pulse with artistic and entrepreneurial energy while the majestic cliffs and bluffs of the Badlands stand guard in the west. Time-honored traditions co-exist with an oil boom that's transforming the state from within.

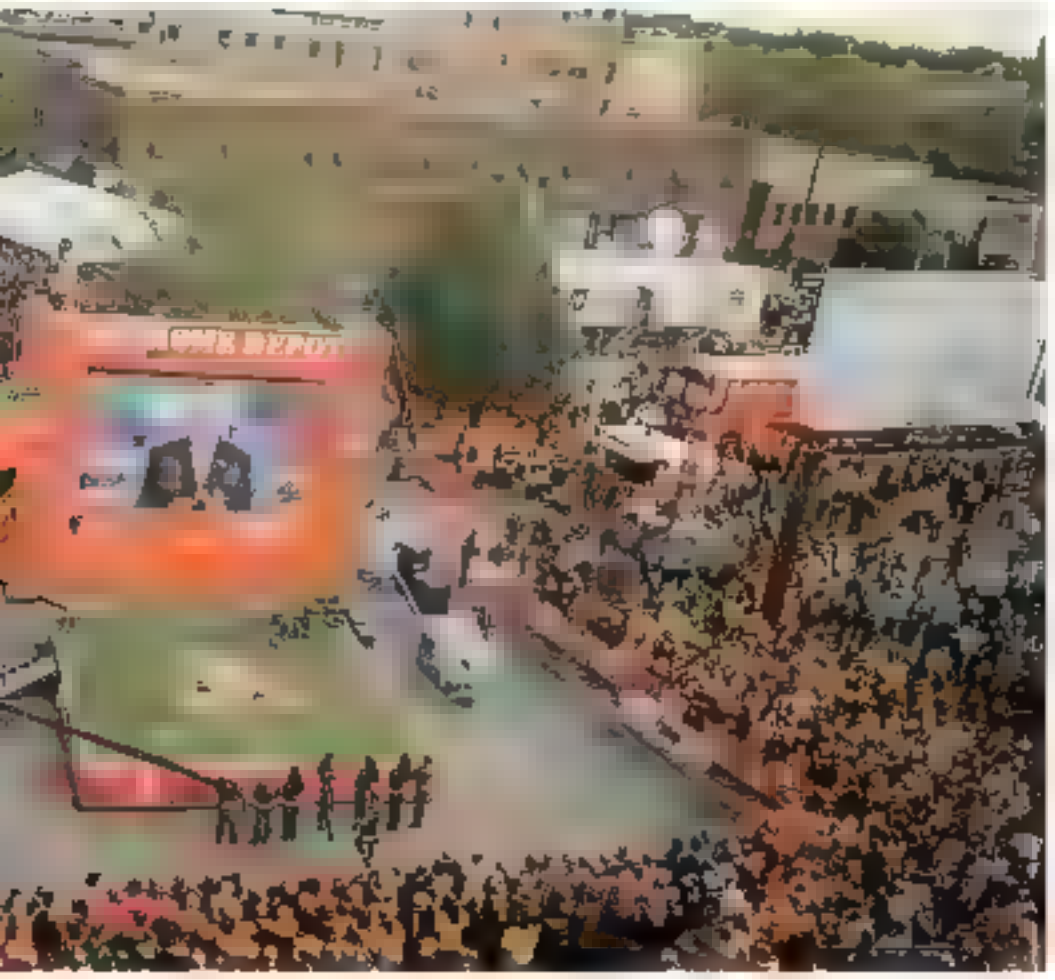
Discover a history filled with dinosaurs, Native American tribes, rugged cowboys, intrepid explorers and the nation's 26th president. Celebrate 50 years of North Dakota parks and recreation at 13 state parks, four national parks and an international garden and sample food and beer that embrace the local bounty. Come for one of the state's many festivals or unwind under a colorful prairie sunset. There's never been a better time to explore North Dakota.

EMBRACE THE EAST: URBAN AND OUTDOOR ADVENTURES

Fargo/West Fargo

The journey begins in Fargo, the state's largest city and a major artistic and commercial center. Start under the iconic **Fargo Theatre** marquee. This art deco treasure is located in the heart of the city's historic downtown, a walkable shop-





CLOCKWISE FROM FAR LEFT: The Medora Musical at Burning Hills Amphitheatre; Fort Abraham Lincoln State Park; Fishing in North Dakota; ESPN College GameDay in Fargo.

ping district with a vibrant art and food scene. The neighborhood is so photogenic that ESPN College GameDay used it as its backdrop in 2013 and 2014—although **North Dakota State University**'s four-time, back-to-back NCAA Division I FCS national championship-winning football team certainly did its part to tip the scales. On campus and looking for postgame entertainment? Get an up-close look at historic and modern aircraft at the nearby **Fargo Air Museum.**

But Fargo doesn't need a camera crew to draw a crowd. The **Downtown Fargo Street Fair** attracts hundreds of artisans, 40 street food vendors and thousands of spectators annually. It's the state's largest free outdoor event and it celebrates 40 years July 16-18.

Each May, the city goes mad for the **Fargo Marathon.** With live entertainment, cheering fans and neighborhood parties along the route, Fargo makes running a spectator sport. More than 20,000 runners flock to the city for a variety of races (full, half and relay marathon events and a 10K, 5K and youth run) and the electric atmosphere on race day.

Stroll downtown's shops to find gifts made by regional artisans at **Unglued,** jewelry, shoes and women's clothing in the boutiques along **Main Avenue** and linger over lunch and something sweet at **Nichole's Fine Pastry.** The intricate fruit tarts and cakes are almost too pretty to eat.

Explore local art at **Ecce Art + Yoga, The Uptown Gallery** and **Gallery 4, Ltd.** Save time for the **Plains Art Museum,** which features 56,000 square feet of 20th- and 21st-century art, including an exhibit of Picasso's ceramics, arriving this fall.

Then unwind at the **Hotel Donaldson.** This former workingman's hotel features a different regional artist in each of its sleek, modern rooms. Sip a cocktail on the rooftop patio and indulge in freshly prepared regional favorites such as bison flat iron steak at the **HoDo Restaurant.** Still hungry? **Mezzaluna** features an eclectic menu of locally sourced food and cocktails and a popular late-night happy hour menu perfect for sampling and sharing.

Venture to **Maxwells Restaurant & Bar** in West Fargo for French-inspired casual fine-dining and settle in at **Element Fargo,** a new eco-friendly hotel featuring spa-inspired décor and healthy dining options.

For a nightcap, try a flight of local beers from **Fargo Brewing Company** or **Drekker Brewing Co.** Or get cozy at **D'Vine,** an intimate wine bar and small plates restaurant tucked away on Roberts Alley.

Grand Forks

The city of Grand Forks lives and breathes **University of North Dakota** hockey, so a game at **Ralph Engelstad Arena** is a must. The energy is electric and the talent on the ice is top-notch. UND's Zane McIntyre, the 2015 winner of the Mike Richter Award as the most outstanding goaltender in NCAA men's hockey, will join numerous other alumni in the NHL next season.

Try a grinder at the **Red Pepper** (*Thrillist* called it the most iconic restaurant in North Dakota) or grab a pizza on the rooftop patio at **Rhombus Guys.** The menu features creative options for meat or veggie lovers and a few wild cards such as a rich, slightly spicy riff on classic Midwestern tater tot hotdish. For from-scratch cooking, a diverse menu and an eclectic atmosphere, try **The Toasted Frog.** The orchid-garnished martinis and Havarti-wrapped deep-fried pickles are local favorites. Fast food fans can't miss **The Potato Bowl French Fry Feed** and fireworks on September 10. The event set a world record last year, serving up 5,130 pounds of fries.

Take the opportunity to explore the city's

My North Dakota

STEVE D. SCHEEL

CHAIRMAN OF THE BOARD, SCHEELS

LOCAL ROOTS: I was lucky enough to be born and raised in Fargo. My parents introduced me to all the different regions of the state and I have always enjoyed our four seasons throughout North Dakota.

MUST-SEE: The Painted Canyon Visitor Center and a sunrise or sunset drive through the south unit of Theodore Roosevelt National Park is truly a unique experience.

ONLY HERE: I would encourage visitors to spend two evenings in Medora between June and October. Play the one-of-a-kind Bully Pulpit Golf Course in the heart of the Badlands or take a trail ride on horseback. Attend The Medora Musical in the evening to enjoy a truly Western adventure. If you can find a room at the historic Rough Riders Hotel in Medora, book it.

TRAVEL ADVICE: Folks in North Dakota are incredibly friendly. Bring your favorite pair of blue jeans, a comfortable shirt and a smile.

My North Dakota

JOSH DUHAMEL

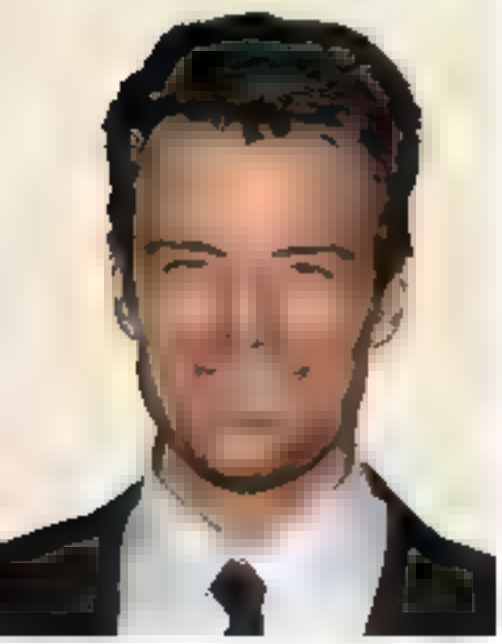
ACTOR

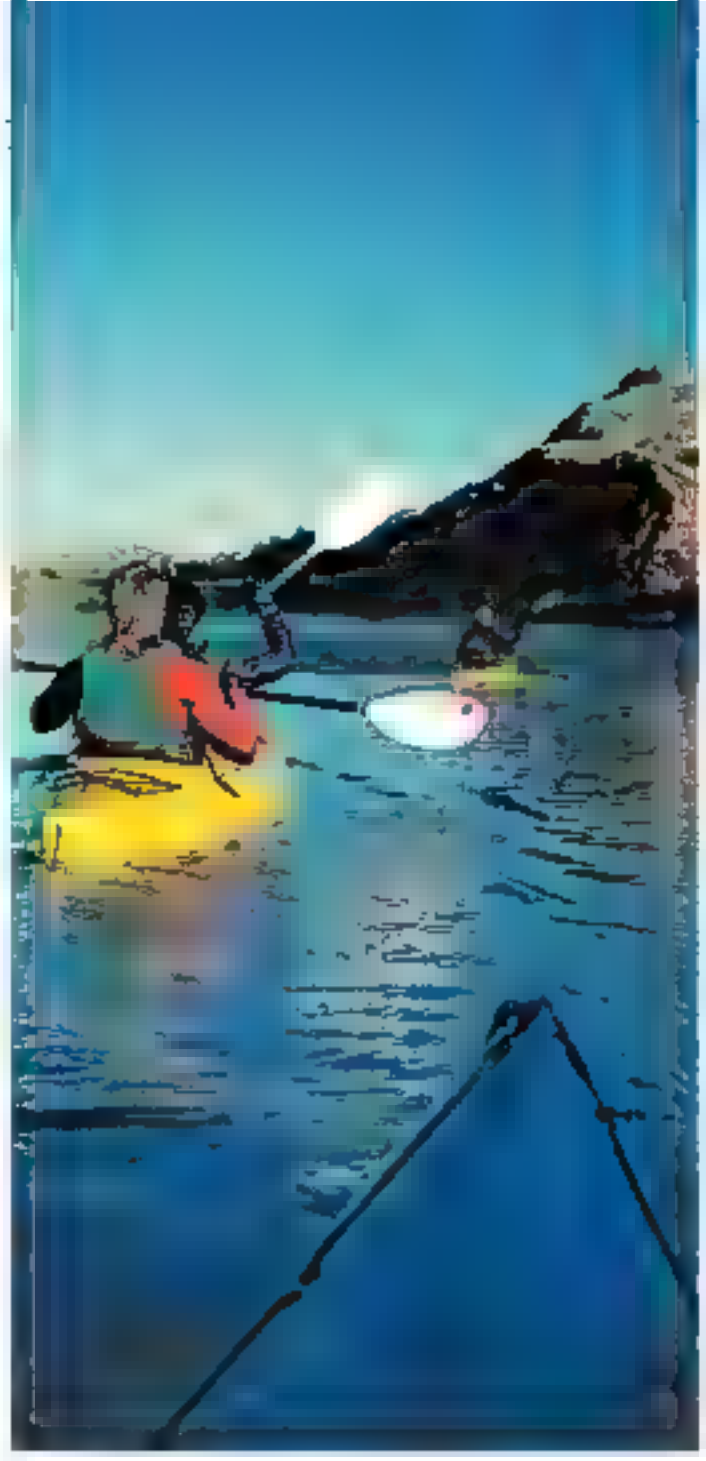
LOCAL ROOTS: I was born in Minot and my entire childhood was in and around Minot. I went to Minot High, Minot State and then, when I was 22, decided to go out and see the rest of the world. But North Dakota is always going to be home.

FAVORITE EATS IN NORTH DAKOTA: 10 North Main, a restaurant my friend Chad Schmidt started 10 years ago. It's in the old Sears building and it's been a fun project. Theodore's Dining Room in Medora is another great restaurant. And Max Lounge in West Fargo. Great bartender there named Chad Bjork—he always has something funny to say.

MUST-SEE: Medora and the Badlands are things everybody should see. Lake Sakakawea is another well-kept secret.

TRAVEL ADVICE: Visit in the late summer/early fall, just before harvest, when all the fields are full of canola or sunflowers or wheat. There's something beautiful about it that's in my system and will always be there.





CLOCKWISE FROM LEFT: Kayaking in Little Missouri State Park, Hiking at Pembina Gorge; UND hockey at the Ralph Engelstad Arena.

artistic side, too. The **North Dakota Museum of Art** features contemporary artwork from all over the world, while galleries such as **Badman Design** and **Third Street Gallery** focus on local talent. Then join **The Art and Wine Walk,** held one Saturday a month, June through October. It's capped off by a champagne reception at the **Empire Arts Center.**

Explore the Outdoors

For scenic views and a taste of the region's rich Native American and homesteading history, head down the **Sheyenne River Valley National Scenic Byway.** The picturesque route winds through 63 miles of farmland, forests and lush river valleys, with 28 interpretive stops along the way. Explore **Fort Ransom State Park,** a popular spot for hiking, canoeing and kayaking. Rentals are available on-site.

Head north for hunting, fishing and more gorgeous state parks. **Turtle River State Park** offers year-round trails and pretty river views, perfect for picnicking and camping. Or swim in the lake, explore 200 acres of natural woods and see the historic buildings at the Pioneer Heritage Center at **Icelandic State Park.**

For world-class fishing and waterfowl hunting, don't miss **Devils Lake.** A wealth of guide services and resorts offer hunting and fishing excursions for every skill level, and **Grahams Island State Park** offers lovely lake views. The city celebrates winter with ice fishing, a hockey tournament on the frozen lake and other community events during **ShiverFest** each February.

Since no road trip would be complete without a quirky roadside monument, stop at the **Geographical Center of North America Monument** in Rugby on the journey west. It's the perfect mid-journey photo opportunity.

STUDY CENTRAL NORTH DAKOTA HISTORY, POLITICS AND NATURE

Bismarck/Mandan

The mighty Missouri River separates North Dakota's capital city, Bismarck, and neighboring Mandan. Rent a canoe, paddleboard or kayak from **Paddle On** or **Missouri River Kayak Rentals** and see the cities from the water.

Savor lamb, beef and North Dakota-raised bison at **Pirogue Grille.** Or kick back at **Laughing Sun Brewing,** which features house-brewed beers and a live music scene that spills out onto the patio. Do what the locals do and order sandwiches on fresh-baked bread from **Lucky Ducks Deli and Catering** or a Neapolitan-style pizza from **Fireflour Pizza** next door.

Tour the **State Capitol** and the newly expanded **State Museum at the North Dakota Heritage Center,** named a top Western museum by *True West Magazine* in 2014. Three galleries feature North Dakota history in chronological order, so visitors can see dinosaur bones, inhale the scent

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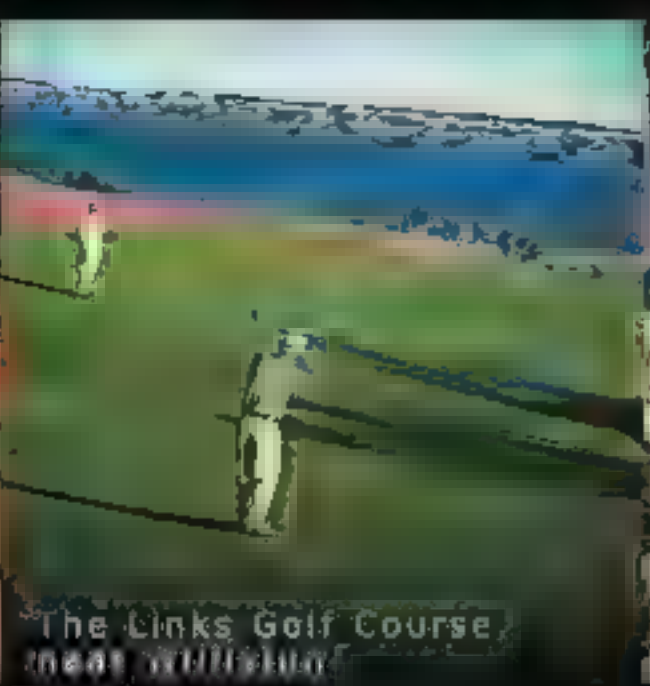
There's adventure around every turn in North Dakota — stirring downtowns with arts, culture and entertainment, world-class fishing events like North America's largest Scandinavian festival, and historic attractions like the Old West town of Medora near Theodore Roosevelt National Park. Start your journey at LegendaryND.com.



The Links Golf Course near Williston

Downtown Fargo

My North Dakota

NILES HUSHKA

CEO OF KLJ

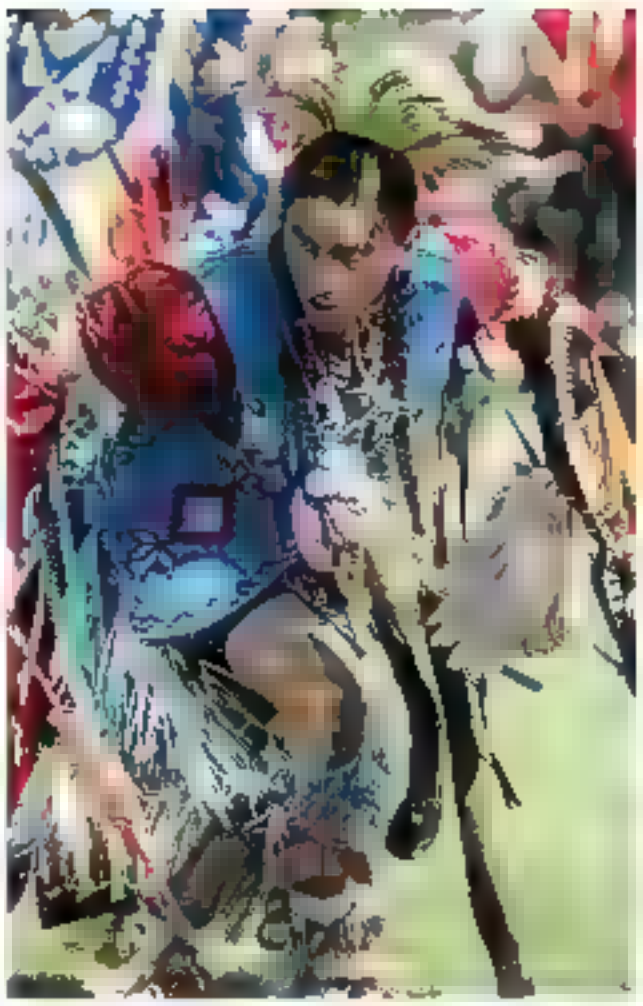
LOCAL ROOTS: I grew up and started my career with KLJ in Dickinson and have always appreciated the wide-open spaces of our state. I have traveled all over the world, but love coming home to North Dakota.

FAVORITE THING ABOUT NORTH DAKOTA: In Bismarck, I love Pirogue Grille and The Broadway Grill & Tavern—the service is amazing and they both have a walleye dish that you can't miss!

MUST-SEE: Catch a North Dakota State University Bison game in their home arena in Fargo—it will blow you away!

ONLY HERE: Fort Abraham Lincoln State Park. The park offers an amazing view of the Missouri River and historical re-creations of the On-A-Slant Indian Village and the Custer House.

MUST-DO: The Medora Musical and Pitchfork Steak Fondue bring you back to a different time in history—it reminds us what Teddy Roosevelt saw in our state and helps us appreciate what we have in the open prairie and sky.



FROM LEFT: United Tribes International Powwow; Horseback riding at Little Missouri State Park; Fishing for perch on Devil's Lake.

of a bison and hear the languages of some of North Dakota's native people.

More than 1,500 Native American dancers and drummers from 70-plus tribes meet in Bismarck every September for the **United Tribes International Powwow.** It's part community gathering, part spiritual experience and a colorful, can't-miss event for spectators.

Hit the Road for History

Meriwether Lewis and William Clark spent more time in North Dakota than in any other state, and the **Lewis and Clark Interpretive Center** details their journey west to the Pacific Ocean. They met their interpreter and guide Sacagawea in a nearby village. See the remains of similar villages and earth-lodge dwellings at **Knife River Indian Villages National Historic Site** and **On-A-Slant Indian Village**.

Discover military history at **Fort Abraham Lincoln State Park** near Mandan. The park features panoramic views of the Missouri River and a reconstructed military post and home where Lt. Col. George Armstrong Custer lived before his campaign against the Lakota Sioux, Northern Cheyenne and Arapaho at the Little Bighorn.

Head north to Lake Sakakawea for some of the best walleye fishing in the state. On the south shore, **Lake Sakakawea State Park** boasts a full-service marina, a swimming beach and fishing guide services, while **Fort Stevenson** on the north shore features interpretive trails and a prairie dog town.

For a glimpse of how the Missouri River looked back in Lewis and Clark's day, visit **Cross Ranch State Park.** Explore the 5,000-acre nature preserve by kayak, canoe or on snowshoes or cross-country skis (rentals are available) or camp in a yurt, log cabin or tepee.

Minot

Minot is known for special events. It's the home of the **North Dakota State Fair,** which celebrates 50 years of family fun July 17-25.

It's also the birthplace of **Norsk Høstfest,** the largest Scandinavian heritage festival in North America, which attracts visitors from all over the world every September and October. Now travelers are discovering the charm of the city's revitalized downtown district.

The hot spot for dinner is **10 North Main,** a casual fine-dining restaurant co-owned by actor and Minot native, Josh Duhamel. The prime rib and curry tenderloin tips are only available while they last, so make a reservation early.

Or try **Souris River Brewing.** The menu features a rotating selection of 30 locally brewed beers, eight on tap at a time, and a new take on comfort food—think elk chili and a bison meatball hoagie. Or try delicate French pastries and fresh bread from **Sweet & Flour Patisserie.** The bustling shop also serves espresso drinks and light lunches.

Then do a little downtown shopping. Buy locally made fine jewelry at **Michele F,** take a cooking class at **Gourmet Chef** and browse **Main Street Books,** a charming and comprehensive independent bookstore.

Head to the Picturesque North

Some of the state's prettiest scenery is located

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FORBES MAGAZINE'S 2014 BEST STATES FOR BUSINESS AND CAREERS RECOGNIZED NORTH DAKOTA AS THE NO 2 STATE FOR BUSINESS

FROM LEFT: Fargo Air Museum; Sculpture on the Enchanted Highway.

along the Canadian border. Nestled in the scenic Turtle Mountains, **Lake Metigoshe State Park** is popular for its photogenic forests, rolling hills and small lakes. But the **International Peace Garden** is the region's showpiece. With 2,300 acres of beautifully manicured gardens, scenic trails, waterfalls and two freshwater lakes, this unique attraction is a tribute to the friendship between the United States and Canada.

GET WILD OUT WEST: THE BADLANDS AND NORTH DAKOTA OIL COUNTRY

The spirit of the old West is alive and well in western North Dakota, and there's no better place to experience it than in Medora, a little town set between the Badlands bluffs and the south unit of **Theodore Roosevelt National Park.** (The ruggedly beautiful north unit is 70 miles north, near Watford City).

The park, which welcomes more than half a million visitors a year, is North Dakota's top attraction—and for good reason. The stunning cliffs, dramatic gorges and pristine wildlife habitat are breathtaking.

Drive the scenic loop or bike, hike or ride the trails on horseback to see the same dramatic

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HEAD WEST FOR THE OLD WEST

In Medora, the stage is always set for a great time. From captivating Badlands vistas and world-class golf at Bully Pulpit, to the Pitchfork Fondue and Medora Musical, we put on quite a show.

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Medora

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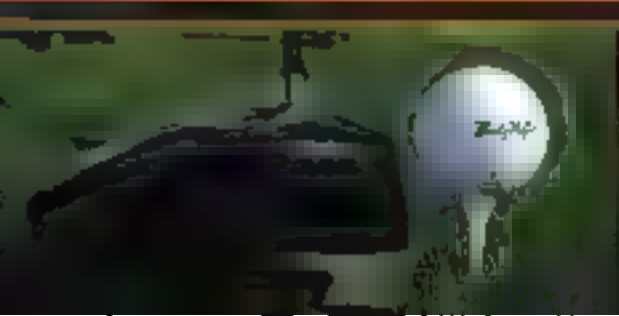

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BISMARCK-MANDAN
NORTH DAKOTA
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BUSINESS FACILITIES RANKED NORTH DAKOTA NO 1 FOR ECONOMIC GROWTH POTENTIAL IN 2013.

scenery that inspired Teddy Roosevelt when he lived and worked here in the 1880s.

The famed **Medora Musical** celebrates President Roosevelt, patriotism and the pioneer spirit. The annually updated musical revue turns 50 years old in 2015 and the shimmering harmonies and stunning views from the 2,900-seat outdoor amphitheater have made it a North Dakota vacation tradition.

Take in the scenic view and try a piping-hot steak, served cowboy style, at **Pitchfork Steak Fondue.** Stroll Medora's wooden sidewalks, browse the shops and see the legends enshrined in the **North Dakota Cowboy Hall of Fame.** Then tee off at **Bully Pulpit,** named one of "America's 100 Greatest Public Golf Courses" by *Golf Digest*.

Hikers will love the **Maah Daah Hey Trail,** 96 miles of nonmotorized trails that run from **Sully Creek State Park** near Medora to the north unit of Theodore Roosevelt National Park. The trail runs near **Buffalo Gap Guest Ranch,** a pet- and horse-friendly ranch and restaurant that offers rustic rooms and generous meals.

Dig Deeper into Oil Country

The North Dakota oil boom reshaped life in the western part of the state, prompting an influx of new residents and dramatic development. Head north toward Williston and learn about an earlier era of transition at a series of historic sites.

State Museum at the North Dakota Heritage Center.

Lewis and Clark surveyed the Missouri and Yellowstone rivers in 1805 and 1806 as part of a mission that paved the way for settlement. Enjoy the same view at **The Missouri-Yellowstone Confluence Interpretive Center** and take in **Fort Buford,** where Sitting Bull surrendered in 1881.

Then check out **Fort Union Trading Post** on the North Dakota–Montana border. Its business relationship with Northern Plains tribes made it the most important fur trading post in the region in the mid-1800s. Living history weekends feature historical reenactors, Native American art and culture, blacksmith demonstrations and crafts and music from the period.

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NORTH DAKOTA WAS NAMED THE NATION'S TOP OVERALL GROWTH PERFORMER SINCE 2000.

U.S. CHAMBER OF COMMERCE, 2014

FROM LEFT: An entrée at Mezzaluna in Fargo; An exhibit at the Plains Art Museum in Fargo.

DAN FRANKS MEZZALUNA

Imagine Prehistoric Creatures and an Enchanted Highway

For less history and more whimsy, don't miss the **Enchanted Highway,** where giant grasshoppers, a tin family and other scrap-metal sculptures rise up out of the prairie along the 32-mile drive between Gladstone and Regent. Then explore nearby **Dickinson,** a prairie city growing along with the oil industry.

See 14 dinosaurs and 800 fossils, rocks, and minerals at the **Dakota Dinosaur Museum.** Items on display come from around the world, but also include specimens from The Brule Formation in western North Dakota. Take an art class and shop for treasures from local artists and artisans at **Celebrations 'n' Crafts.** Then relax and unwind with fresh roasted coffee, loose-leaf tea and the occasional acoustic show at **The Brew.**

The trip through North Dakota ends here, in this tiny church turned coffee shop where Teddy Roosevelt is said to have worshipped. Nursing a hot drink in an old prairie church in an oil boom town while the band plays on provides a perfect snapshot of the state's complexity—and that's about as true a North Dakota experience as you can have.

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Mezzaluna is a casual fine-dining establishment cleverly hidden off Broadway in Downtown Fargo. We boast a friendly neighborhood atmosphere featuring artisan food & drink, including ice cold Grey Goose Vodka on tap and excellent Happy Hour specials.

MEZZALUNA

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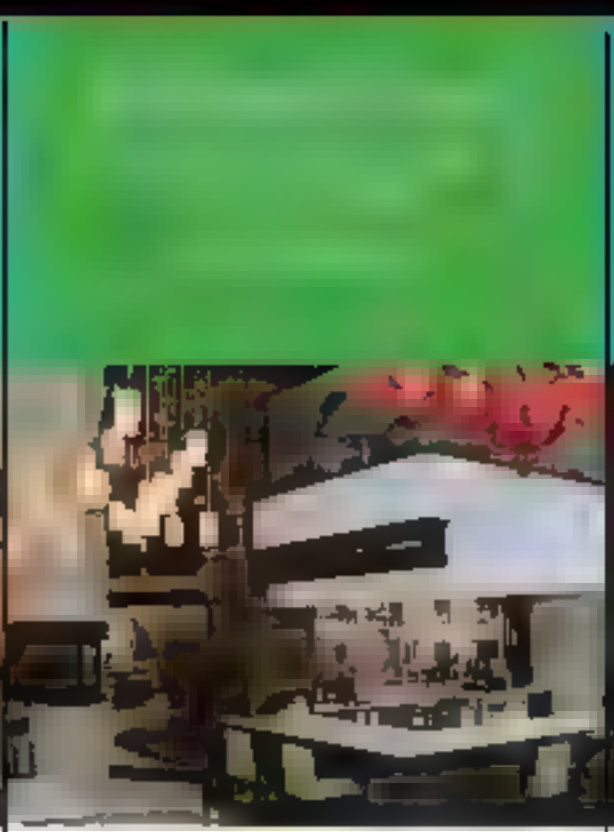
RUSTICA
Eatery & Tavern



Situated in downtown Fargo in the city's business and cultural districts, the Radisson Fargo allows you to enjoy popular attractions like numerous shops, coffeehouses, museums and theaters. Our Euro-style hotel rooms and three excellent dining outlets, ensure a memorable stay

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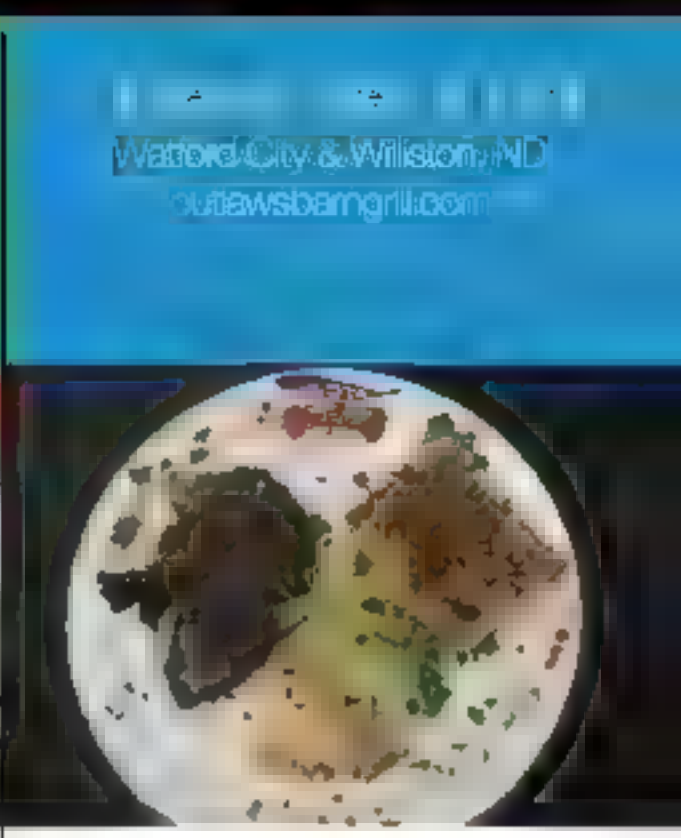

While visiting beautiful western North Dakota enjoy a meal at Outlaws' Bar & Grill, a Dakota original in both Watford City and Williston, ND

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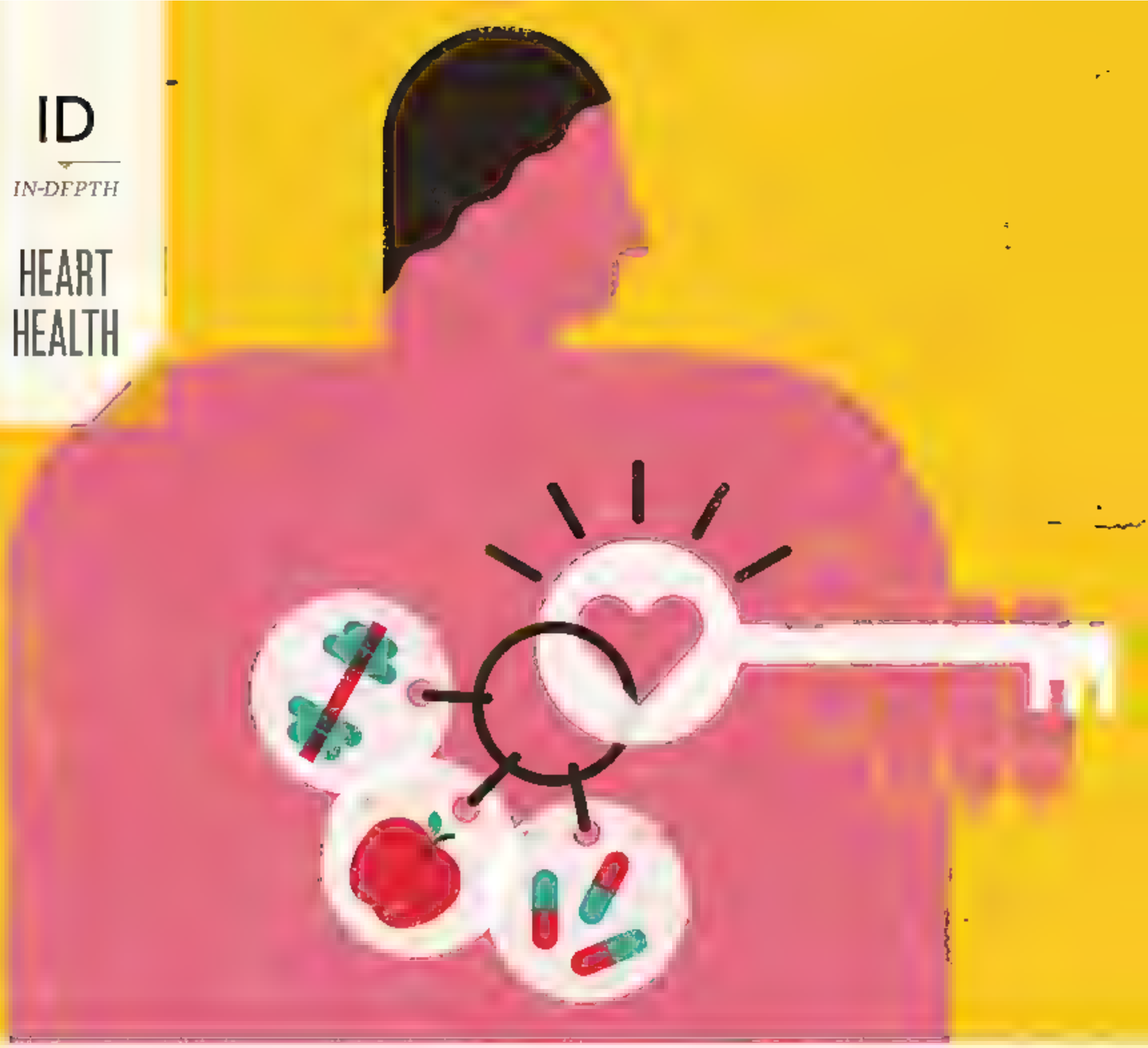

Health by Heart

Heart disease still tops the list of life-threatening health concerns. But doctors say that with better education, Americans can make a real dent in their own risk and enjoy longer, healthier lives.

BY KAREN SPRINGEN

Heart disease is the nation's leading cause of death, killing 610,000 Americans each year. Why? After all, the fixes sound so simple: control blood pressure and cholesterol, stay active, lose weight, stop smoking, eat better.

"Sometimes it's difficult to be motivated to practice all of the healthy living habits that have been shown to reduce the risk of cardiovascular disease or events—until you get that wake-up call," says Dr. William T. Abraham, chair of excellence in cardiovascular medicine at Ohio State University. "It's the habits you establish in your teens and 20s that set the stage for what's going to happen in your 40s, 50s and beyond. When you're really young, it's really hard to see that far into the future."

With more education about the risks and rewards of how they treat their hearts, Americans may realize it's worth trying to envision their well-being decades

ILLUSTRATION BY THE PROJECT TWINS

into the future. "With half of men and a third of women developing cardiovascular disease in their lifetimes, we really want to engage people long before they develop symptoms or actually have a heart attack or stroke," says Dr. Michael McConnell, director of cardiovascular health innovation and co-director of preventive cardiology at Stanford Health Care.

Cholesterol helps the body digest food and make hormones. But too much of the bad kind of cholesterol—LDL—contributes to plaque that slowly accumulates. Those deposits harden, narrow and eventually even block the vessels that bring blood to the heart. "Coronary artery disease takes time to build up," says Dr. Vic Froelicher, a cardiologist who directs the Sports Cardiology Center at Stanford Health Care.

It's like plumbing: Bad LDL cholesterol clogs the pipes, but good HDL cholesterol unclogs them. "Good cholesterol takes those fatty deposits out of the blood vessels," says Abraham.

"Basically, HDL cholesterol particles go out into the peripheral tissue, pick up the cholesterol that's deposited and bring it back to the liver to be used in making bile, hormones and cell membranes," says Dr. Stephen Devine, a cardiologist who directs the cardiovascular disease prevention clinic at Gundersen Health in LaCrosse, Wisconsin.

FORTY NINE PERCENT OF AMERICANS HAVE AT LEAST ONE OF THREE KEY RISK FACTORS—HIGH LDL CHOLESTEROL, HIGH BLOOD PRESSURE AND SMOKING—FOR HEART DISEASE

(CENTERS FOR DISEASE CONTROL AND PREVENTION)

Nearly one in three Americans has high levels of LDL cholesterol. Abraham says that people with coronary disease should keep LDL minimally under 100 milligrams per deciliter (though many specialists aim for less than 70). In those with two or more risk factors for coronary disease, LDL should be less than 130, though again, he adds that specialists aim for lower numbers, 100 in this case.

Pay attention to your good and bad cholesterol numbers more than the overall number, advises McConnell. "Two people can have the same total cholesterol—one will have lots of the good and not much of the bad and the other will have lots of the bad and not too much of the good. We look at how much is good and how much is bad."

UNDER PRESSURE

One out of three U.S. adults has high blood pressure, which means blood is pushing with too much force against the walls of the arteries as it pumps, straining the heart and arteries.

Ideal blood pressure is 120/80—the top "systolic" number refers to the blood pressure when the heart is pumping blood into the vessels and the bottom "diastolic" number refers to the pressure when the heart rests between beats. Blood pressure greater than 140/90 indicates that the heart is working too hard. It also means the walls of the vessels are experiencing stress.

"That can create an entry point for the bad cholesterol to get into the walls," says Abraham. Medicine can dilate the blood vessels, opening them up and reducing the pressure on them. "If you put the same volume of fluid through a small pipe versus a large pipe, the pressure is higher in the smaller pipe," Abraham explains.

SODIUM SENSITIVITIES

The American Heart Association recommends daily consumption of no more than 2,400 milligrams of sodium, about the amount in a teaspoon of table salt, and says that reducing daily intake to 1,500 mg is desirable. Why? Because sodium retains water, increasing the volume of blood in the body—which boosts blood pressure and makes the heart work harder. That's a problem if this vital organ isn't strong enough to pump the extra fluid.

"There's no question that sodium is associated with high blood pressure," says Dr. Manesh Patel, director of interventional cardiology and cardiac catheterization at Duke University Health System. The body does need some sodium, but Dr. Carl "Chip" Lavie, medical director of cardiac rehabilitation and prevention and director of the exercise laboratories at the John Ochsner Heart and Vascular Institute, points out that there isn't a consensus about the ideal amount. "There is some serious debate in the literature about how low we should be going with salt."

Salt sensitivity varies from person to person. "There are some lucky individuals who have normal to low blood pressure who seem to be able to consume lots of salt and tolerate it very well," says Abraham. Devine's advice to patients with high blood pressure is simple: "When [food] hits the table, don't add salt."

People who consume one drink a day may get some heart benefit. "[But] we never suggest that people who don't drink should start drinking," says Lavie.

Too much liquor can weaken the heart muscle, making it large and floppy, and raise blood pressure.

"I've seen patients in their 20s have congestive heart failure because of their alcohol intake," says Abraham. It's a diuretic that causes water loss, but also causes the heart to dilate so it can't squeeze as well.

CARE FOR THE HEART
FROM THE HEART

Mordechai Kamel
Physician, Attorney, Heart Attack Survivor

When it comes to your heart, you want the very best. Just ask Mordechai Kamel from Easthampton. When he felt the symptoms of a heart attack, he called 911 and asked to be taken to Baystate Medical Center in Springfield, Mass. "The staff was unbelievable at every level," he says. "From the person who cleaned my room to the head nurse, it was very obvious they cared about their patients. The physicians were fantastic. The care I received was world class."

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Heart & Vascular Program
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Heart Tech

Wearable devices not only track activities and alert you when you should be doing more—they also show the promise of what's possible in monitoring your own health **BY KAREN SPRINGEN**

In his State of the Union address this year President Barack Obama launched a Precision Medicine Initiative "to bring us closer to curing diseases such as cancer and diabetes and to give all of us access to the personalized information we need to keep ourselves and our families healthier."

One of the most significant factors in making this idea possible? Wearable electronics. The devices make it easier to record and share information, making it tricky to fib about exercise.

"Physical inactivity is the greatest threat to health in the 21st century," says Dr. Chip Lavie, medical director of cardiac rehabilitation and prevention and director of the exercise laboratories at the John Ochsner Heart and Vascular Institute and author of *The Obesity Paradox*. "Maybe some of these devices will get people to recognize how low their physical activity is."

Today these devices help users track and maintain healthy behavior. Wearers see that small changes can boost their numbers. "Instead of taking the closest parking space I can find, I now park farther away," says Dr. Ricky Bloomfield, director of mobile technology strategy for Duke University's Health Technology Solutions.

With some devices, people may choose to integrate their information into electronic medical record-sharing systems. Apple's HealthKit, for example, lets health and fitness services share their data. Some day, just as credit card companies get alerted to a purchase in an unusual country, abnormal vital statistics might sound an alarm if the system registers something such as an irregular heart rhythm, says Dr. Euan Ashley, co-director of Stanford's Clinical Genomics Service.

The devices already function as mini personal trainers. The Apple Watch, for example, senses when someone is sitting in a chair for more than 50 minutes—and sends a message that it's time to stand up. "It's giving you friendly nudges," says Dr. Richard Milani, chief clinical transformation officer for Ochsner Health System.

For now, the devices are far better at accurately measuring movement than calorie expenditure. A recent study found that activity monitors such as the Fitbit perform comparably to research-grade ones when it comes to step count and sleep time but not as well for caloric expenditure.

Prices for more advanced wearables might make some consumers balk, but the investment can pay off. Stanford (with help from the American Heart Association) launched an iPhone app called MyHeart Counts that gives Apple Watch wearers feedback, including their "heart age."

Of course, these devices can't do everything. Today, they can't sense what users eat—but stay tuned. "Things tend to move faster than we usually imagine," Ashley says.

FIT TO WEAR

JAWBONE

The Jawbone UP3 tracks activity and sleep, helps you log your food intake and also tracks your resting heart rate. $179.99

FITBIT

Among a host of other functions, Fitbit's Charge HR boasts continuous and automatic heart rate monitoring. $149.95

APPLE WATCH

With activity prompts, tracking, heart monitoring and more, the Apple Watch is a multitasker extraordinaire. From $349

"Alcohol hurts three ways," says Dr. Timothy Church, an American Heart Association spokesman, director of the Laboratory of Preventive Medicine at the Pennington Biomedical Research Center in Baton Rouge, Louisiana, and chief medical officer at ACAP Health in Dallas, Texas. "It's a very calorically dense molecule; it changes how we metabolize fat—hence the beer belly; and when we drink, we tend to eat."

Thirty-one percent of U.S. adults say they participate in no leisure physical activity, even though it improves quality and length of life and decreases the risk of heart disease.

Exercise makes vessels less stiff, relaxes the heart and improves the way the body metabolizes sugar, decreasing the risk of diabetes, says Abraham. It also makes the heart fitter and the blood less likely to coagulate. It even decreases stress-related mortality risk, says Lavie.

Kids' activity levels are the No. 1 determinant of their weight, says Church, and they've been cut drastically. "We've removed recess, we've removed PE, we drive our kids everywhere."

And Americans become more sedentary with age. "As we accumulate life responsibilities . . . we spend more time sitting," says

GUNDERSEN GOT HIM BACK IN THE PILOT'S SEAT

'Open heart surgery? My nature was to look for a better way.'

When a Twin Cities surgeon told Don he needed open heart surgery, Don searched for a better option. What he found was minimally invasive heart bypass surgery at Gundersen Health System in La Crosse, Wis. Surgery through a small 3" incision means no open chest, less pain and a faster recovery. Don, who is a pilot, is flying again and reports, "I now have more energy and ideas than I know what to do with."

If your nature is also to look for better options, learn more at gundersenhealth.org/don or call (800) 362-9567, ext. 52335.

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ARE YOU DOING ALL YOU CAN TO MANAGE YOUR HEART FAILURE?

CardioMEMS™ HF System

HeartFailureAnswers.com

"I don't need to be hospitalized like I had been in the past."

Harold, age 86: Husband, Grandfather
CardioMEMS™ HF System recipient,
Resuming an Active Life

Harold's heart failure symptoms had put him in the hospital three times in 18 months, interrupting his once active lifestyle. Then he learned about the CardioMEMS™ HF System. When used by clinicians, the CardioMEMS™ HF System is a personal, proactive and proven way to manage heart failure.

Watch how the CardioMEMS™ HF System allowed Harold to resume an active life at www.HeartFailureAnswers.com, plus learn more about

- How to talk to your doctor
- Frequently Asked Questions
- CardioMEMS™ HF System clinics near you

Reference

1. Adamson et al.. Impact of Wireless Pulmonary Artery Pressure Monitoring on Heart Failure Hospitalizations and 30 Day Readmissions in Medicare Eligible Patients with NYHA Class Heart Failure. Results from the CHAMPION Trial. AHA 2014, Chicago. Abstract 16744

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Church. "We're seeing people at much younger ages developing blood pressure and cholesterol abnormalities." So get moving. "Any amount of activity is better than no activity," says Patel.

"People who have a diet with a lot of antioxidants and vitamins have less heart disease," says McConnell, who notes that just taking supplements doesn't show the same benefits as consuming nutrient rich foods. He recommends following the national guidelines to fill half a plate with fruit and vegetables.

Another problem is that Americans eat too many calories—1,900 a day for women and nearly 2,700 a day for men. "Based on the data we do have, we know overweight people underreport their dietary intake and overreport their physical activity," says registered dietitian Linda Van Horn, professor in preventive medicine at Northwestern University. "That's part of the reason they're overweight. They misunderstand or underrepresent what they're eating or doing."

An easy fix. Eat foods in their natural form when possible. "Anything in a package, you should probably stay away from," says Froelicher.

SUGAR HIGHS AND LOWS

High levels of blood sugar can hurt the heart, kidneys, eyes and nerves. But Americans can't seem to kick the high-sugar, high-carb habit. According to the American Heart Association 21 million Americans have diagnosed diabetes and 35 percent have prediabetes. One out of four people with type 2 diabetes doesn't know he has it, says Church. "Diabetes leads to high blood pressure and contributes to cholesterol abnormalities," Church says. "The excess sugar can poison the blood vessels themselves."

Beware of too many simple carbohydrates and sugars, which can increase the risk of heart disease by raising your blood sugar and increasing the level of fats called triglycerides frequently associated with obesity, prediabetes or diabetes. When triglycerides go up from weight gain and diabetes, they also depress good HDL cholesterol levels, notes Devine. "When you ingest a very significant carbohydrate load, then you have a big rise in your insulin and triglycerides," explains McConnell.

And keep in mind that sugar often amounts to empty calories. "If you're snacking on stuff that doesn't have huge nutritional content, you're adding calories and you

Rx Only

Brief Summary: Prior to using these devices, please review the instructions for Use for a complete listing of indications, contraindications, warnings, precautions, potential adverse events and directions for use.

Indications: The CardioMEMS HF System is indicated for wirelessly measuring and monitoring pulmonary artery (PA) pressure and heart rate in New York Heart Association (NYHA) Class III heart failure patients who have been hospitalized for heart failure in the previous year. The hemodynamic data are used by physicians for heart failure management and with the goal of reducing heart failure hospitalizations.

Contraindications: The CardioMEMS™ HF System is contraindicated for patients with an inability to take dual antiplatelet or anticoagulants for one month post implant.

Warnings: Read this product manual thoroughly before using the system to avoid potential patient injury or death. Only trained personnel should use this product. The implant procedure must be performed by personnel with the appropriate clinical skills and infrastructure to support right heart catheterizations and endovascular device placement and deployment over a guidewire. The PA Sensor and Delivery System is for single use only. Do not reuse, reprocess, or resterilize. Reuse, reprocessing, or resterilization may compromise the structural integrity of the device and/or lead to device failure which, in turn, may result in patient injury, illness, or death. Reuse, reprocessing, or resterilization may also create a risk of contamination of the device and/or cause patient infection or cross-infection, including, but not limited to, the transmission of infectious disease(s) from one patient to another. Contamination of the device may lead to injury, illness, or death of the patient. The implant procedure must be performed under fluoroscopic guidance. Do not use a guidewire with a preformed J-shaped tip for sensor delivery. The preformed J-shaped tip may pull the sensor proximally during guidewire retraction. The patient's PA vessel inner diameter must be > 7mm at the site of device implant. Following device implantation, all subsequent right heart catheterizations must be performed under fluoroscopic guidance. Without fluoroscopy, there could be inadvertent entanglement between the pulmonary artery catheter and the device.

Precautions: Only authorized personnel should use this device. The delivery system should only be used with a guidewire. Do not aspirate or infuse through the delivery system guidewire lumen during use. Follow standard procedure for catheterization of patients receiving anti-coagulation therapy. An INR of <1.5 is recommended prior to RHC (Right Heart Catheterization) and implant if on anticoagulant therapy. Protect the sensor from surface contamination once removed from the sterile package. Ensure that either talc-less gloves are used for the implantation procedure or rinse all talc from the gloves with sterile saline prior to handling. Accuracy of the CardioMEMS HF System is affected by a change in body temperature (-1mm Hg/ΔºC). Accuracy of the CardioMEMS HF System is slightly affected by large changes in elevation between the initial baseline calibration and subsequent measurements. (+2mm Hg, 305 meters elevation change). An accurate right heart catheterization is required to set system baseline (mean pressure). If a patient has a sensor implanted and another member of the same household is scheduled to have a sensor implanted, contact Technical Support prior to the second patient's implant procedure. The mean pressure measurement accuracy of the system may be affected by various factors. Mean pressure measurement error has been observed when the sensor was deployed in a vessel which had an inner diameter of less than 7 mm, and in cases where there was an acute bend in the vessel of >30 degrees at the location of the sensor. Signs of mean pressure measurement error include the following: Gradual mean pressure changes without a corresponding proportional change in the pulse pressure (systolic-diastolic pressure) Negative mean pressures. If either feature is observed, temporarily suspend use of the pressure information for management of the patient and contact Technical Support for further assistance. Baseline (mean pressure) recalibration may be necessary to continue use of the system. Patients who are currently on chronic anticoagulant therapy should restart treatment after sensor implantation. Patients who are not currently being treated with chronic anticoagulant therapy should be placed on aspirin (81 mg or 325 mg) and clopidogrel (75 mg) daily for one month following the procedure. After one month, the patient should continue aspirin therapy. Patients with a reduced ejection fraction should be on stable AHA/ACC guidelines based medical therapy prior to implant. The PA Sensor is a permanent implant. The sensor does not have any batteries that require replacement or any components that will wear or fail over time. Removal after implantation is not recommended. No circumstances where the sensor needs to be removed have been identified and no sensor has been removed during the clinical trial of the device. The sensor should be retrieved by using standard intra-vascular and surgical procedures as would be used for other vascular implants if required. If there is evidence of a change in device performance, contact Technical Support for additional information. PA Sensor function is unaffected after temporary exposure up to 2 Atmospheres Absolute (ATA) pressure. Follow the contact process under Technical Support for additional information if the patient will have hyperbaric chamber exposure or is planning to scuba dive. Pacemakers, ICDs, and Ventricular Assist Devices (VAD) can work in conjunction with the PA Sensor and will not affect the performance of the system. Several medical procedures can also be performed while the sensor is implanted if precaution is taken to avoid direct contact with the sensor. These procedures include radiofrequency ablation, ionizing radiation, and diagnostic ultrasound. The effects of therapeutic ultrasound have not been determined. If therapeutic ultrasound is required, avoid contact with the sensor.

Potential Adverse Events: Potential Adverse Events: Potential adverse events associated with the implantation procedure include, but are not limited to the following: Infection, Arrhythmias, Bleeding, Hematoma, Thrombus, Myocardial Infarction, Transient ischemic attack, Stroke, Death and Device embolization.

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have to find ways to burn it," says Patel. "Move more and take in less. That's why there's such a craze in the health-food world about things that help you feel full."

Obesity can cause the heart to grow 30 to 50 percent in weight—from the size of an apple to the size of a small grapefruit, says Lavie. It also increases blood pressure. Yet the message is apparently falling on deaf ears: Almost 70 percent of U.S. adults and nearly a third of children are overweight or obese.

The benefits of slimming down are profound. Obese patients who undergo bariatric surgery see marked improvements in blood pressure and diabetes, notes McConnell.

It's critical to help kids stay fit, which can help establish a lifelong pattern of behavior. "When you have people finish high school and college and they're already heavy, it's going to be a bigger problem when they get into middle age," says Lavie.

Twenty percent of men and 15 percent of women in the United States smoke—even though it's known to constrict and harden arteries, not just hurt the lungs. What's more, the chemicals in smoking depress the manufacturing of good HDL cholesterol, according to Devine.

"In the perfect world, no one would use tobacco products at all," says Lavie. E-cigarettes are no long term panacea because many of them contain nicotine, which is associated with cardiovascular risks such as making the heart rate and blood pressure go up, says Patel. And there is another potential problem that concerns doctors. "The bad thing would be if people who are not smoking cigarettes start smoking e-cigarettes," says Lavie.

However, there is also the argument that e-cigarettes, when used temporarily, are the lesser of two evils. "Most people, to be able to quit cigarette smoking, need methods to transition away from the addiction," says McConnell.

A NEW AGE IN HEART HEALTH

Dorian Gray no longer seems like science fiction. "Today the potential to live to 100 years is within each of our grasps," says Abraham. "You can literally add years to your life if you make the right lifestyle changes—and it's never too late; exercise on a regular basis; start to eat a better, low-fat diet and healthier diet; and stop smoking."

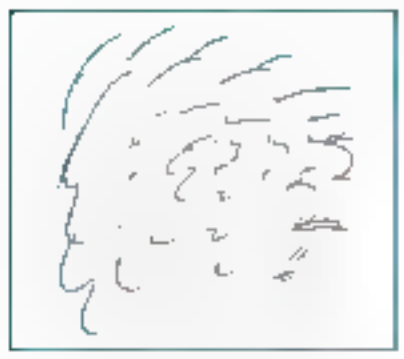
Surgeries, especially new minimally invasive ones, work miracles. Some doctors no longer break the breastbone to access the heart—the traditional method, which leads to a two- to three-month recovery. With a new procedure, surgeons can do multiple bypasses with just a small incision. In two to six weeks, patients are back up to speed, says Dr. Prem Rabindranauth of Gundersen Health, one of a handful of physicians in the country who performs the procedure.

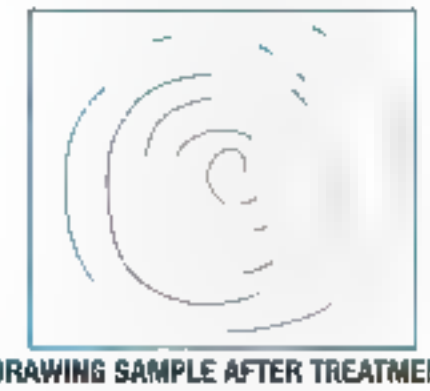
Still, operations are not a panacea. "If you haven't changed your lifestyle, the disease continues to progress," says Abraham. He compares it to preserving a prized automobile. "If you want to get your car to 200,000 miles, you take really good care of it. If you want to get your body to 100 years, you take great care of it."

Does Your Hand Shake When You...

Drink a glass of water? Write a note? Dial a phone number?

If so, you may have a condition known as essential tremor.
Our team at the Swedish Radiosurgery Center has successfully treated hundreds of patients over the past five years — using Gamma Knife, a nonsurgical, FDA-approved approach to treat essential tremor.


DRAWING SAMPLE BEFORE TREATMENT


DRAWING SAMPLE AFTER TREATMENT

Learn more about essential tremor and find out if Gamma Knife treatment is right for you.

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"People who keep their teeth live an average of ten years longer than people who lose their teeth" – Charles Mayo MD

Research points to possible links between gum disease and various diseases cancer, diabetes, stroke heart disease and more Introducing CloSYS while not a prevention for these terrible diseases its patented formula just might be the best kept secret for healthier oral health care

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a más de 50 destinos en Latinoamérica y el Caribe.

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DELTA

FOCO

CARLOS VIVES

El cantante y compositor, Carlos Vives, es un orgullo colombiano. Nació en Santa Marta y es conocido por haber popularizado géneros musicales, como la cumbia y el vallenato, mezclándolos con ritmos *rock y pop*. Con su exitoso álbum, *Clásicos de la Provincia*, el cantante introdujo su música a la audiencia internacional. Desde entonces, se ha convertido en el primer artista colombiano en ganar un premio *Grammy* y ha vendido más de 30 millones de discos en el mundo. A los 53 años, Vives sigue promoviendo las culturas indígenas y de los descendientes africanos en la región del Caribe por medio de su música y de su trabajo como embajador en la organización *USAID*. El próximo otoño, Vives compartirá el escenario con Marc Anthony durante la gira UNIDO2.

SEA

BRANDI CARLILE Y LA CALLE PIKE STREET, EN SEATTLE

ADEMÁS DE SUS GUITARRAS, hay dos cosas que la cantante Brandi Carlile lleva consigo en sus giras: la caña de pescar que le regalaron cuando cumplió 21 años y un juego de palos de golf *TaylorMade*, con bolas rosadas brillantes. "Hay muchas oportunidades para pescar y jugar al golf durante las giras", dice Brandi. Desde julio hasta octubre, la cantante podrá experimentar ríos, riachuelos, calles y canchas de golf mientras recorre los Estados Unidos para promover su nuevo álbum, *The Firewatcher's Daughter*. Carlile nació en el área de Seattle y ganó reconocimiento artístico durante el periodo 'post-grunge' (subgénero de rock alternativo y pesado). Su vecindario favorito, Capitol Hill, es energizado por clubes de música 'funky' y cafeterías. Estos son algunos de sus sitios predilectos. —**MATT McCUE**

Neumos
"En este lugar fue donde hice mi primera presentación". Aún cuando el lugar ha cambiado varias veces de nombre, continúa atrayendo nuevas figuras y artistas nacionales.

Starbucks Reserve Roastery & Tasting Room
"Starbucks ha tenido un impacto humanitario a todo nivel. Aquí puedes ver la dedicación y visión de su presidente, Howard Schultz, y sus socios"

Serious Pie
Tom Douglas, el chef de esta pizzería, es "alguien que se consideraría como el alma y corazón de Seattle. Él es un tipo grande, amable y muy agradable"

Terra Plata
"Aquí la comida es preparada con ingredientes de la localidad. La chef, Tamara Murphy, es una de las mejores en la ciudad y tienen una hermosa azotea con hortalizas y verduras"

COORDENADAS

1 **Neumos**
925 E. Pike St
neumos.com

2 **Starbucks Reserve Roastery & Tasting Room**
1124 Pike St
roastery.starbucks.com

3 **Serious Pie**
1124 Pike St
seriouspieseattle.com

4 **Terra Plata**
1501 Melrose Ave
terraplata.com

DAVID MCCLISTER CARL E.

FOTOGRAFÍA DE CHARITY BURGGRAAF

Tim Petrick en las oficinas de K2 en Seattle

TIM PETRICK

▶ PRESIDENTE Y DIRECTOR DE K2 SPORTS

Lo más importante para Tim Petrick es la 'base' (refiriéndose a la capa de nieve) y Seattle ha comprobado ser la base correcta para *K2 Sports*. Fundada en 1962 como una compañía pionera en la fabricación de esquís de fibra de vidrio, *K2 Sports* ahora está compuesta por 14 diferentes marcas globales entre las que se incluyen varias líneas de esquís, snowboards y calzado para caminar sobre la nieve. Petrick ha estado asociado con esta compañía desde los años 70 cuando fue patrocinado como esquiador, instructor y entrenador. Luego, en 1989, ingresó a K2 en el rol de ejecutivo de ventas y mercadeo y tres años después fue nombrado director general de *K2 Skis*. En 2009 abandonó la compañía para trabajar para la marca francesa de esquís *Rossignol* y en 2012 regresó una vez más a *K2 Skis* como presidente de mercadeo y ventas globales. Un par de años después, se convirtió en el personaje más importante de la empresa. —POR GENE REBECK

SKY: ¿Qué te hizo retornar a K2?

PETRICK: Regresé porque aquí me siento como en casa. Es una marca y una industria que ha sido parte de mi vida. Vendemos productos en categorías muy competitivas. Viajo mucho por negocios y a veces siento que no tengo tiempo suficiente para terminar todo lo que tengo que hacer. Ser parte de *K2* es un sueño.

¿Cuál es la diferencia?

Regresar para manejar una cartera de múltiples marcas y categorías es más complicado que el trabajo que tenía en *Rossignol*. *K2* se ha convertido en la segunda o tercera marca de esquís y al mismo tiempo ha podido mantener una alta participación en el mercado de esquí alpino y en la venta de millones de patines en línea. *Rollerblade* y *K2* son las últimas representantes en esta categoría.

En los últimos años, la venta de esquís ha disminuido. ¿Es posible revertir esta tendencia?

La falta de nieve ha sido un problema, pero en la pasada estación tuvimos suficiente en los Estados Unidos, Japón y Europa. *K2* ha venido creciendo en la categoría de 'esquí y aventura' en las zonas rurales.

He sido el anterior presidente de *Snowsports Industries America Board* y hemos venido aumentando la participación en el mercado. También hemos estado trabajando para incrementar la retención de nuevos esquiadores. Muchos intentan el snowboarding o el esquí, pero no todos los practican con regularidad.

¿Por qué Seattle es una gran ciudad como sede de la empresa?

Es una vibrante metrópoli con buenos hoteles, restaurantes, museos, música y unas 2.400 hectáreas de parques. Tiene acceso a montañas de primera categoría donde podemos probar nuestros productos e inmensas oportunidades para la recreación de los empleados. En este lugar encontramos una gran variedad de experiencias.

FOTOGRAFÍA DE JOSE MANDOJANA

LAS VEGAS

COME O DIVIÉRTETE EN GRANDE EN LA NUEVA "CIUDAD DEL PECADO".

POR ANDREW VILLAGOMEZ

En la actualidad, Las Vegas es mucho más que casinos y bufés. La siempre cambiante metropoli se ha transformado en un lugar de destino para casi cualquier tipo de viajero, desde los fanáticos de la diversión nocturna hasta los aficionados a la gastronomía. Muchos de los 41 millones de visitantes que arribaron a la "ciudad del pecado" el año pasado tuvieron a su disposición una gran variedad de entretenimiento y actividades nocturnas. Las Vegas también se destaca por ser un centro de atracción de comida internacional, por un creciente ambiente de arte, por la renovación del centro de la ciudad y por nuevos hoteles con estilo. Sin importar si vas a Las Vegas de negocios, de vacaciones o en un viaje romántico, siempre encontrarás algo nuevo para ver, comer y experimentar.

VIAJERO LUJOSO

ALOJAMIENTO ▸

The Cromwell

Este nuevo hotel/boutique inspirado en París, ofrece un ambiente íntimo en el corazón de la principal calle hotelera (the strip). Las 188 habitaciones y suites presentan pisos de madera, muebles clásicos y baños lujosos. *thecromwell.com*

AMANTES DE LA FIESTA

◂ ALOJAMIENTO

MGM Grand

El *MGM Grand Hotel & Casino*, sinónimo de fiesta en Las Vegas, ofrece más de 5.000 habitaciones, dos restaurantes *Joël Robuchon* y uno de los clubes nocturnos más alborotados de la ciudad. *mgmgrand.com*

FANÁTICO DEL ARTE

ALOJAMIENTO ▸

The Bellagio

Además de ofrecer casi 4000 opulentas habitaciones y suites, este icónico hotel en Las Vegas cambia el jardín botánico y el conservatorio cada estación del año y presenta música en vivo a diario. *bellagio.com*

VIAJERO CULINARIO

◂ ALOJAMIENTO

Mandalay Bay Resort

Entre las opciones para hospedaje se incluyen el nuevo *Delano Las Vegas*, el sofisticado *Four Seasons* y el casual *Mandalay Bay Tower*. Cada uno ofrece fácil acceso a una variedad culinaria como Fleur, por Hubert Keller; Lupo, por Wolfgang Puck y MIX. *mandalaybay.com*

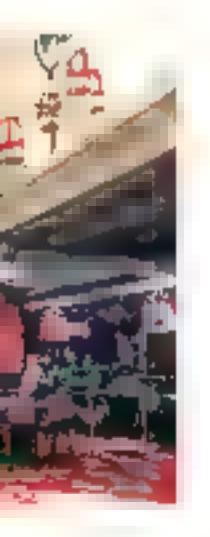
SEGUIDORES DE LA MODA

ALOJAMIENTO ▸

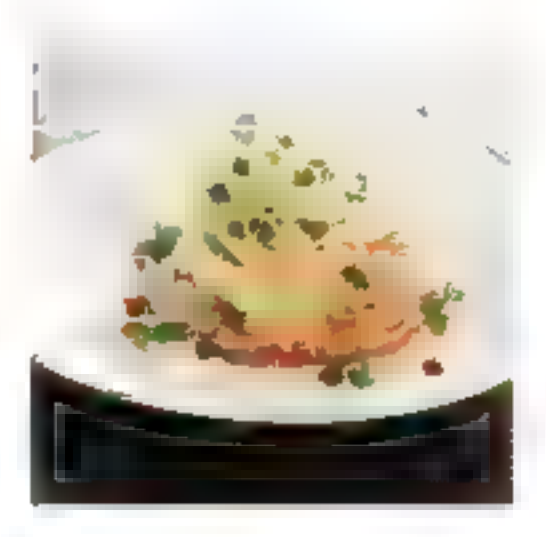
The Cosmopolitan of Las Vegas

Este lujoso hotel en las 'Vegas strip' (calle hotelera) alberga sitios esenciales como el bar *The Chandelier*, *Marquee Nightclub & Dayclub* y el centro nocturno/restaurante/club social, *Rose. Rabbit. Lie.* *cosmopolitanlasvegas.com*

VEA LA PÁGINA 128 PARA LOS CRÉDITOS DE FOTOGRAFÍAS



HORA DEL ALMUERZO ▸ GIADA
Disfruta del magnífico panorama de las fuentes del *Bellagio* saboreando comida italiana con un toque californiano en este nuevo restaurante de la chef Giada De Laurentiis, del canal *Food Network*. *thecromwell.com/giada*

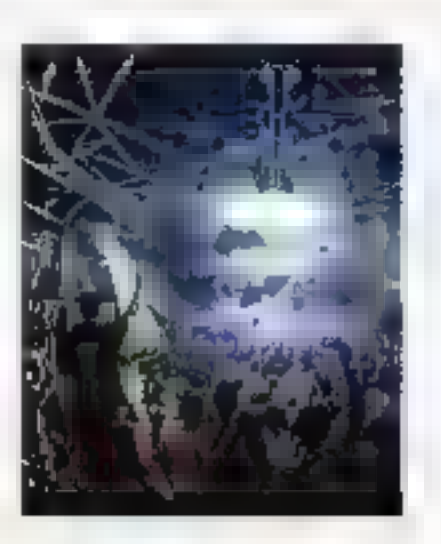


PARA CENAR Bazaar Meat de José Andrés
Este lugar del chef español en el *SLS Las Vegas* es la versión carnívora de su restaurante en Beverly Hills y South Beach. Prueba el lechón, el algodón de dulce de hígado de ganso y la carne con salsa tártara. *slslasvegas.com*

VIDA NOCTURNA ▸ FIZZ
El Caballero Elton John y David Furnish abrieron este extravagante salón de champaña y bar de dos pisos en el *Caesars Palace* y está adornado con piezas de arte de su colección personal. *fizzlv.com*

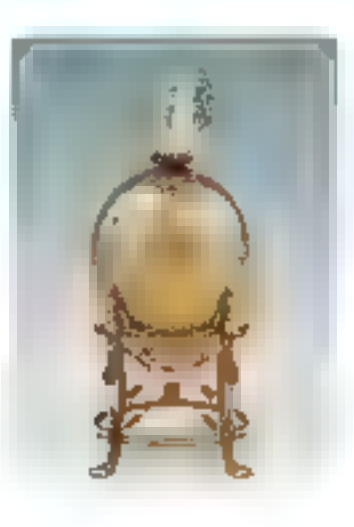
◂ HORA DEL DESAYUNO
Yardbird Southern Table & Bar
Recarga tus energías en este nuevo y popular restaurante proveniente de Miami con deliciosa cocina sureña. El plato principal es el pollo frito, la sandía condimentada y los gofres con queso cheddar. *runchickenrun.com*

TEMPRANO EN LA NOCHE Centrifuge
Comienza la noche en este moderno salón redondo perfecto para observar a la gente, disfrutar de cócteles artesanales y divertirte con camareros animados. *mgmgrand.com*



◂ TARDE EN LA NOCHE
Hakkasan Las Vegas
Los cinco niveles de restaurantes, bares y música dan la bienvenida a los visitantes con disc jockeys mundialmente famosos, como Tiësto y Calvin Harris, que entretienen toda la noche a los visitantes en el salón principal. *hakkasanlv.com*

ACTIVIDADES MATUTINAS ▸
Bellagio Gallery of Fine Art
Pasea a lo largo de esta exhibición donde anualmente se rotan obras de arte que provienen de museos eclécticos y organizaciones de todo el mundo. *bellagio.com*



◂ POR LA TARDE Museo de Neón
Este lugar donde descansa el pasado de Las Vegas es el sitio de exhibición de grandes señales y figuras de neón que antiguamente formaron parte del arte característico de la ciudad. *neonmuseum.org*

EN LA NOCHE Art Bar
Disfruta un poco más del arte local mientras saboreas un vermú y observas en detalle las mini exhibiciones en este hermoso bar en el *Downtown Grand Las Vegas*. No te olvides de mirar hacia arriba cuando entres al bar. *downtowngrand.com*

ACTIVIDADES MATUTINAS ▸ Della's Kitchen
Disfruta de la elegante combinación entre la comida urbana y de campo preparada con ingredientes locales y con vegetales proveniente del invernadero en la azotea del hotel. *http://delanolasvegas.com/dining/dellas-kitchen.aspx#*

EN LA TARDE The LINQ Promenade
Esta plaza al aire libre ofrece gran variedad de comidas para mantenerte allí hasta la hora de cenar. Se destacan la pizza preparada en hornos de ladrillo y la cerveza artesanal en *Flour & Barley* y el elegante *Chayo Mexican Kitchen + Tequila Bar*. *caesars.com*

PARA CENAR ▸
db Brasserie
El chef Daniel Boulud ha retornado al strip con su versión contemporánea de un bar-restaurante francés localizado en el interior del *Venetian*. Sin duda alguna es una gran adición al ambiente culinario de Las Vegas que no debes ignorar *dbbrasserie.com*

PARA CENAR
Andrea's at Encore
Allí encontrarás deliciosa comida asiática en un ambiente sexy y elegante ideal para mirar gente con sus vestimentas y estilo. *wynnlasvegas.com*

◂ VIDA NOCTURNA Britney: Piece of Me
Acércate un poco más a esta estrella cuando regrese a actuar en agosto en su exitoso show en el *Planet Hollywood Resort* *caesars.com/planet-hollywood*

TARDE EN LA NOCHE ▸ OMNIA Nightclub
Divértete como un invitado especial en este seductor y opulento club nocturno que durante su inauguración atrajo a personalidades como Leonardo DiCaprio y Bradley Cooper. La centelleante "experiencia interactiva nocturna" de casi 7.000 metros2 presenta los mejores disk jockeys EDM de la industria. *omniannightclub.com*

Para más información sobre Las Vegas, visita delta.com/skymagazine.

BOG

LA NUEVA FACETA DE BOGOTÁ

La capital colombiana se ha convertido en un tesoro de creatividad, energía y deleite al aire libre POR JANINE BARONE

Con las montañas de la cordillera de los Andes sirviendo como un fondo altivo, la elevada capital colombiana cobra vida con el arte contemporáneo, la cocina cosmopolita, las zonas verdes campestres y las vibrantes boutiques. Además, encontramos un rápido crecimiento de vecindarios, empezando con el popular y comúnmente conocido como el *Parque de la 93* hasta el pintoresco y atractivo *Usaquen* y el bohemio *La Macarena*.

Mézclate con la muchedumbre de estudiantes universitarios en el barrio **La Macarena** donde querrás sentarte en una silla cómoda en Lachoco **Latera Chocolatería,** un gran emporio que te ofrece 21 clases diferentes de chocolates. Estas delicias artesanales incluyen combinaciones como té negro con rosa, pimienta negra, lulo y mezcal.

Los amantes del arte pueden empezar su recorrido en la galería **Valenzuela Klenner,** que ha estado curando trabajos contemporáneos creados por artistas colombianos desde 1989. Hace poco una exhibición de arte en grupo llamada "Precautionary Measurements" ocupó los tres pisos y el patio de este histórico edificio construido hacia 1937. Varias de las obras hacían referencias irónicas sobre la situación política del país.

Cerca de allí se encuentra **NC-Arte** donde se exhiben obras originales que

GETTY IMAGES (2); DUERES BOGOTÁ; GONZALO ANDRADE; LORAAP 56 NATURA; HEMA AMY ACANDE AHAUTR; RANDA NELSON VAPA

DE IZQUIERDA A DERECHA: Vista del Cerro de Monserrate y el Cerro de Guadalupe; Flora Arts & Natura / Carlos Garicoca, "Different Ways to Cross a River"; El vecindario de La Candelaria, mural sobre la Avenida Jiménez.

hacen referencia no solo la forma de pensar del artista, sino también al histórico vecindario, a Bogotá o a toda la nación. Recientemente la galería presentó interesantes obras del artista cubano, Carlos Garaicoa, creadas con alfileres e hilos que representan edificios abandonados de la ciudad.

A un par de kilómetros de distancia, encontramos agrupados los edificios con tono pastel de la era colonial en el vecindario más antiguo de la capital, La Candelaria, que es otro baluarte de creatividad. Allí, artistas de avanzada, serios estudiantes, clase trabajadora y las personas pudientes se mezclan a lo largo de las calles pendientes y empedradas. En una de estas casas (algunas tienen más de 200 años) encontramos la **Galería Neebex,** dedicada a ofrecer espacio para la primeras exhibiciones de jóvenes artistas colombianos. Algunas de las presentaciones son bien atrevidas

DÓNDE HOSPEDARSE: La galardonada diseñadora portuguesa, Nini Andrade Silva ha dejado su huella en el lujoso **B.O.G. Hotel,** en Bogotá. Aquí se resalta los muebles diseñados a la medida, un lujoso spa y la espaciosa B.O.G Suite con un comedor con cuatro puestos. El **Click Clack Hotel** es uno de los hoteles más 'hips' de la ciudad, con amplias suites esquineras decoradas con paredes cubiertas de ventanas, un atractivo bar en la azotea y un gran desayuno/bufé. *boghotel.com, clickclackhotel.com*

DÓNDE COMER: La cocina surtida localmente en **Salvo Patria** (platos como trucha ahumada con trozos de yuca) tiene una gran influencia de la comida tradicional colombiana con sazones mediterráneas. En **Tabula,** las mesas comunales, los platos para compartir y el menú enfocado en la sostenibilidad crean una atmósfera agradable. Prueba diferentes carnes asadas en un horno de madera. **Mini-mal** sirve platos que representan la diversidad de la nación, utilizando en su mayor a ingredientes colombianos como el pez globo con fruta de lulo. *salvopatria.com, mini-mal.org*

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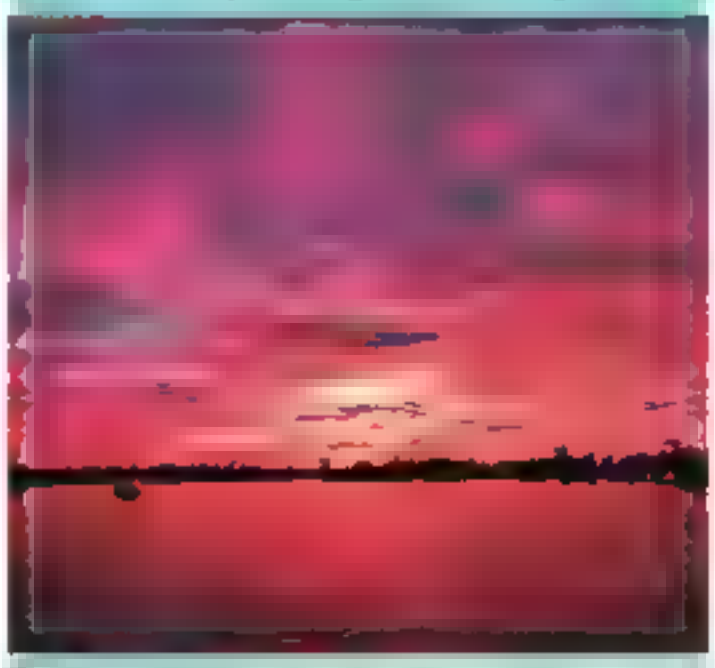

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Para quienes se encuentran en buen estado físico, todos los días (excepto los martes) en este mismo vecindario pueden escalar una hora a lo largo del sendero sobre la colina que los llevará hasta la cima del **Cerro de Monserrate** (el funicular o el teleférico presta un servicio más cómodo todos los días). La atracción, a casi 3.150 metros de altura, ofrece una fabulosa vista panorámica de la ciudad y sus alrededores, en especial a la hora del atardecer. Al interior del **Restaurante Casa de San Isidro,** un chalet blanco y romántico, el bar junto a la chimenea de piedra y bronce y un 'canelazo' caliente (una bebida popular en los Andes hecha de aguardiente y canela) te protegerá del frío.

El día domingo es sinónimo de pasear en bicicleta. Bogotá se torna en una *ciclovía* cerrando unos 120 kilómetros de vías para transporte y los caminantes, ciclistas y patinadores inundan las calles. Regístrate para un paseo privado sobre grafitis en **Bogotá Bike Tours,** con sede en La Candelaria. Un artista local te servirá de guía mostrándote arte colorido que por lo general ilustra asuntos relacionados con los derechos humanos.

A unos 30 minutos en taxi, en el popular vecindario de San Felipe, podrás descubrir más arte en **FLORA ars+natura.** El nombre de este lugar es apropiado y todo allí tiene que ver con la intrincada relación entre el arte y la naturaleza. Las exhibiciones son muy variadas y encontrarás trabajos como los de Doris Salcedo, que nos muestra césped creciendo a través de huecos diminutos perforados en mesas como una reflexión de que la vida prevalece a pesar de la adversidad. También un pequeño jardín con un arbusto de rosas creado por Juan Carlos Delgado (una planta de cobre bañada con un refrigerante que la congela de inmediato).

Más tarde toma un taxi para que te lleve al **Jardín Botánico José Celestino Mutis** que está organizado de acuerdo a la ecología y el tipo de planta a lo largo de una cantidad de senderos en curva. Uno de los senderos cruza una nube forestal donde encontrarás un banco debajo de un toldo formado por follaje que es muy seductor.

JOHN D. ETT GETTY IMAGES

REZ | FANTÁSTICO

"LOVE THEM TENDER"

Consiente a tus hijos este verano con este sándwich inspirado en Elvis

POR INGRID HOFFMANN

Llego el verano y ahora que los niños se quedan en casa hay muchas actividades y comidas que planear. Una de mis recetas favoritas para preparar con ellos es mi sándwich "If Elvis Was Latin", con crema de maní y platano maduro. Cuando los pequeños participan en la preparacion de una comida son mucho mas abiertos a comer diferentes cosas, en especial si las comidas cuentan este tipo de historias.

El sándwich preferido de Elvis Presley era el de crema de maní con bananas. En mi version, he reemplazado las bananas por el plátano maduro latino, y en lugar de pan blanco utilizo pan con uvas pasas para agregar nutrición y fibra.

Cocinar con tus hijos es una buena manera de reunir a la familia. ¡Buen provecho!

ELVIS LATINO

PORCIONES: 4

- 1 cucharada de aceite vegeta
- 1 plátano grande y bien maduro, con la cáscara casi negra, pelado y cortado en rodajas diagonales de ¼ de pulgada de grosor
- 8 rebanadas de pan con uvas pasas
- ¼ a ½ taza de mantequilla de maní cremosa o crujiente

1 Calienta el aceite en una sartén grande a fuego mediano-alto. Agrega las rodajas de plátano y frie hasta que se doren de 2 a 3 minutos por cada lado. Transfiérelas a un plato cubierto con papel toalla para que escurran y deja aparte.

2 Unta cada rebanada de pan con mantequilla de maní expandiendola en una capa gruesa o fina de acuerdo a tu gusto. Coloca una serie de rodajas de plátano sobre 4 rebanadas de pan y cubrelas con las rebanadas restantes. Pon a tostar en una plancha para emparedados. También puedes tostar todo como si fuera un emparedado de queso derretido. Coloca un poco de mantequilla en una sartén y presiona el emparedado con una espátula hasta que se cocine. Córtalo por la mitad y sírvelo con un vaso de leche.

ANDREW MEADE

A PC AND A DREAM

CONTINUED FROM PAGE 71

famous ad campaign in 2006—the nerdy "I'm a PC" guy in a sensible suit—and then Microsoft decided to own it (the company spent $300 million on its own "I'm a PC" campaign in 2008). Years later, there are office doors here festooned with "I'm a PC" stickers. There's cool stuff going on behind those doors, but it's pretty obvious that Microsoft doesn't really care if you think it's cool. It's been made fun of by the cool kids and has decided it wants you to think it's "useful" and "empowering." But the Xbox gaming culture is beginning to really change things.

"The thing that I value and look for in other leaders really circles around the notion of: Are they creating clarity and energy and are they a learner?" Nadella says. "If you're not curious, open to learning, raising your own game, admitting your own mistakes, then I think you stop doing useful things at some point."

Microsoft does seem as if it's more comfortable embracing fun these days. Tamblyn says that "separating the idea of fun from productivity is wildly outdated." He still talks about the Xbox as a "productivity tool," even bringing up applying game play as an education strategy through the recent Microsoft acquisition Minecraft. "It can help you understand space and structure using these building blocks," he says.

The best example of this change might be the use of Cortana in Windows 10, basically Microsoft's version of Apple's Siri. "One of the most exciting things that's changed my life, for example, is Cortana," Nadella says. "Which is our intelligent agent that's on our Microsoft phones today and will be in Windows 10. I find myself speaking a lot more to my phone. It remembers things about me and it reminds me about all the important things that I need to get done." But Cortana isn't just another slice of disembodied AI with a feminine voice—"she" comes straight out of the Xbox blockbuster Halo. In the world-beating science fiction franchise, she's the digital Tinker Bell to the cyborg superhero Master Chief. Microsoft is releasing Windows 10 for free on all qualifying Windows 7 and Windows 8.1 devices, and they hope that someday 1 billion people will be talking to Cortana. This is Microsoft taking a chance on being cool.

Which doesn't alter Nadella's focus on empowerment: "Microsoft has always been about empowerment," he says. "At the core of the company, from the days when Bill [Gates] and Paul [Allen] wrote the first BASIC interpreter for a personal computer and aspired to put a PC on every desktop to the holographic computer with HoloLens today, we want to empower every person and organization on the planet to achieve more. Technology has changed a lot in the past 40 years, but our focus on empowering others is enduring."

Tamblyn says Microsoft is keeping its eye on the prize. "I don't see tenacity and competitiveness and collaboration as being mutually exclusive," he says. "If anything, we're more competitive: We're going to compete for cloud dominance with Amazon and compete on devices with Apple."

We shouldn't be surprised by Nadella's seriousness of purpose. This is, after all, a guy who loves poetry because of its efficiency. "All poetry is efficient because it's about compressing human experience into its essence," he says. "I personally find 19th-century Urdu couplets to be most expressive, perhaps because I grew up reading them. I also often wonder what it would look like if Keats or T. S. Eliot wrote code, such as JavaScript or C#. How would it differ from, say, Bill Gates?"

ADDITIONAL PHOTOGRAPHY CREDITS

Page 45
Tammy Shell (1); Team Peter Stigter (2); shutterstock.com (3); Perkins + Will/Steinkamp Photography (4); Michael Hickey/FilmMagic (5); We Are The Rhoads (6)

Pages 66-67
Luxe Traveler: Yaacov Dagan/Alamy (The Cromwell); Caesars Entertainment (Qua Baths and Spa); The Cromwell Las Vegas (GiADA); Caesars Palace/Anthony Mair (F.Z.Z.). **Party Animal:** Levi Ellyson (MGM Grand); 50 Eggs, Inc. (Yardbird Southern Table & Bar); Al Powers (Wet Republic Ultra Pool, Hakkasan Las Vegas). **Art Lover:** Virginia Museum of Fine Arts (Bellagio Gallery of Fine Art); The Neon Museum (Neon Museum). **Foodie:** Jim K. Decker (Della's Kitchen); shutterstock.com; Kobby Dagan (The LINQ Promenade). **Fashionista:** Courtesy of The Cosmopolitan of Las Vegas (The Chandelier); shutterstock.com; Philip Bird (The Shops at Crystals); Denise Truscello (Britney, Piece of Me); Al Powers (OMNIA Nightclub).

Pages 130-131
DreamWorks Animation (1); Disney Enterprises, Inc./ABC/Greg Gayne (2); HBO/Paul Schiraldi (3); Warner Bros. (4, 5, 7, 8); NBC Universal (6); Paramount/Suzanne Tenner (9); Paramount/Joe Alblas (10); Animal Planet/Gilles Mingasson (12).

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Terry Steiner/Hopper Stone (Danny Collins); Paramount (2); Sony (3); Marvel (4); Disney Enterprises, Inc. (5, Frozen Forever, Grey's Anatomy, Scandal); Irvin Rivera; Courtesy of SHOWTIME/CBS International (Bryant); Chris Large/AMC (Hell on Wheels). 6/20/15 Showtime Networks Inc. All rights reserved. SHOWTIME is a registered trademark of Showtime Networks Inc., a CBS Company. "Ray Donovan"-©Showtime Networks Inc. All rights reserved. Diego Epstein (TED Talks); HBO (Game of Thrones); Cartoon Network (NinjaGo, Masters of Spinjitzu); Esquire Network (NBC Universal: Best Bars in America); Warner Bros. (The Following)

Pages 120-121
Opening image: Jessica Sample (Las Vegas). **Viajero lujoso:** Yaacov Dagan/Alamy (The Cromwell); The Cromwell Las Vegas (GiADA); Caesars Palace/Anthony Mair (F.Z.Z.). **Amante sin la fiesta:** Levi Ellyson (MGM Grand); 50 Eggs, Inc. (Yardbird); Al Powers/Powers Imagery (Hakkasan Nightclub). **Fanático del arte:** Virginia Museum of Fine Arts (Bellagio Gallery of Fine Art); The Neon Museum (Museo de Neón). **Gastrónomos:** Jim K. Decker Photography (Della's Kitchen). **Seguidores de la moda:** Courtesy of The Cosmopolitan of Las Vegas (The Cosmopolitan of Las Vegas); Denise Truscello (Britney); Al Powers/Powers Imagery (OMNIA Nightclub).

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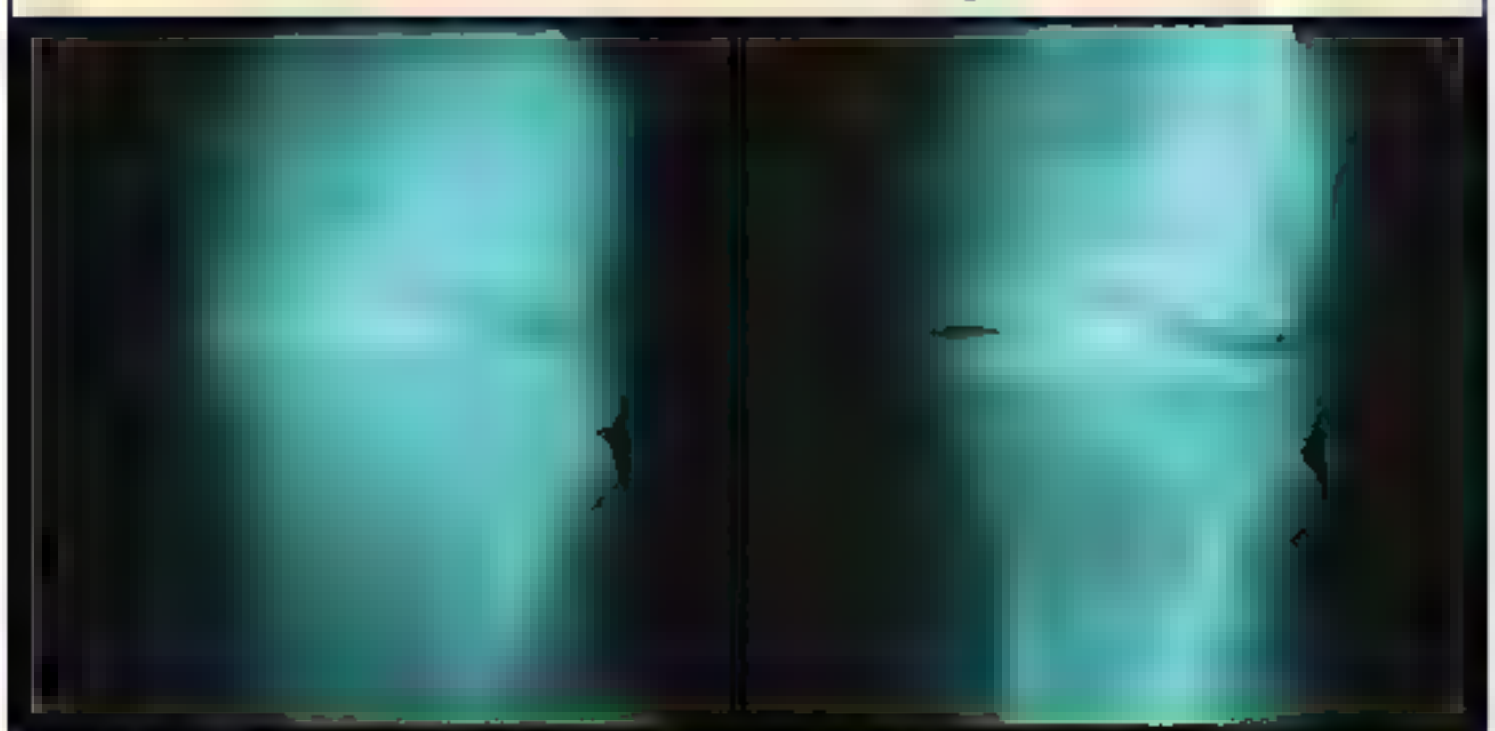

The Knee Diaries: SJ is a 60-year-old male with the chief complaint of knee pain who visited The Center for Regenerative Medicine over a year ago. He was diagnosed with bone-on-bone osteoarthritis of the left knee, causing much pain and discomfort; at that point he was told only a total knee replacement could help him. He is otherwise healthy. On exam he had point tenderness to the medial side of the left knee (medical lingo: inner side). An X-ray showed severe arthritis of the knee (X-ray on the left). Patient started receiving treatments at The Center for Regenerative Medicine. Today he is feeling better (X-ray on the right).

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Located in Miami, Florida, The Center for Regenerative Medicine includes a team of professionals that are dedicated to improve your quality of life, paving the way to enhance the science of non-surgical orthopedic medicine. World champions, sports legends, professional and amateur athletes, dancers, and people with just plain pain and arthritis go to The Center for Regenerative Medicine for nonsurgical orthopedic care. Using the facility to improve their condition, thousands of successful cases have been treated over the past twelve years.

For more information and to read more on "The Knee Diaries", please visit www.arthritisusa.net or call (305) 866-8384.

SEATTLE STATE OF MIND

CONTINUED FROM PAGE 79

of America, Microsoft, Amazon, Expedia, not to mention satellite campuses for Google and Facebook and countless start-ups.

These companies brought high paying jobs and spurred developments that reshaped entire neighborhoods. Seattle doesn't flaunt its wealth like Los Angeles or New York, but it's certainly on display—at the ever-expanding Amazon campus in the South Lake Union, at the condo towers in downtown, and at the restaurants of Renee Erickson (The Whale Wins) and Rachel Yang (Joule, Trove), two of the visionary chefs who are reshaping local dining.

Of course, the dark side of the gentrification occurring in so many U.S. cities is that the poor and middle class are often left behind. Seattle's economy and population are booming, yet it also faces an affordable housing shortage and, if you ask Mecca's bartender and his ilk, something of an identity crisis. But I'm in no position to analyze socioeconomic nuances, so I sip my drink and plot the night with Jordan.

We end up at a sustainable sushi restaurant in West Seattle called Mashiko, where the chef creates each plate using ethically sourced seafood—transcendent bites of albacore tataki, black cod and whatever else is fresh. High on raw fish, we drop by Jordan's house to say hi to his wife and their rambunctious 2-year-old daughter. The house sits up on a hill and, yes, you can see the mountains and water from here. No big deal.

We end the evening at his neighborhood haunt, drinking many strong microbrews, rehashing old capers and pretending to be interested in the sad, bearded barfly who claims he was once a professional golfer.

Before heading to the airport the next morning, I walk to the beach at nearby Lincoln Park, where a ferry boat has just pulled up to a dock. It drops off a few passengers, picks a few up and then plods back to Vashon Island—as it's done over and over for decades. I pick up a piece of rose-colored shell whose jagged edges have been smoothed by the sea, and that's when it clicks: Seattle may be a young, forward-looking city, but it has an ancient soul. ◥

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DID YOU KNOW? The "Air Traveler's Packet" from late 1920s to 1930s offered cotton balls for ears to lessen the noise from piston engines and chewing gum to help ears adjust to flying in unpressurized planes.

WHAT'S IN MY TUMI?

Teresa Carter

Diamond Medallion member, Covington, Ky.

"I still use my Delta amenity kits I received during my international travels. I like to use them as cosmetic bags for makeup and toiletries. I also keep the original items from the kits, such as the earbuds and sleep mask, so that I can reuse them if I need to."

Brent Gimpel

Diamond Medallion member, Lake Worth, Fla.

"I have an international Tumi kit from Delta that I typically use to store computer supplies and that I keep in my briefcase."

DELTA STUDIO

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8. Mom *Television*
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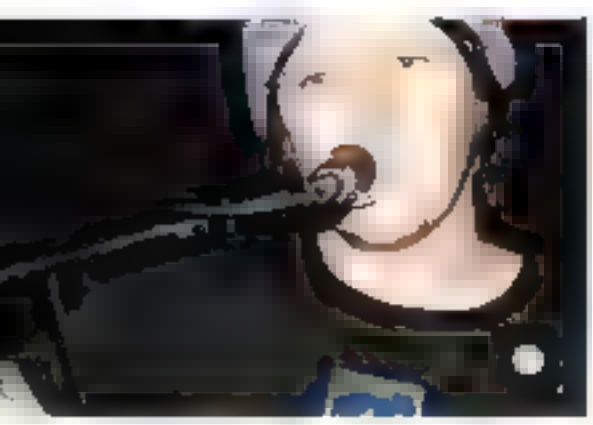
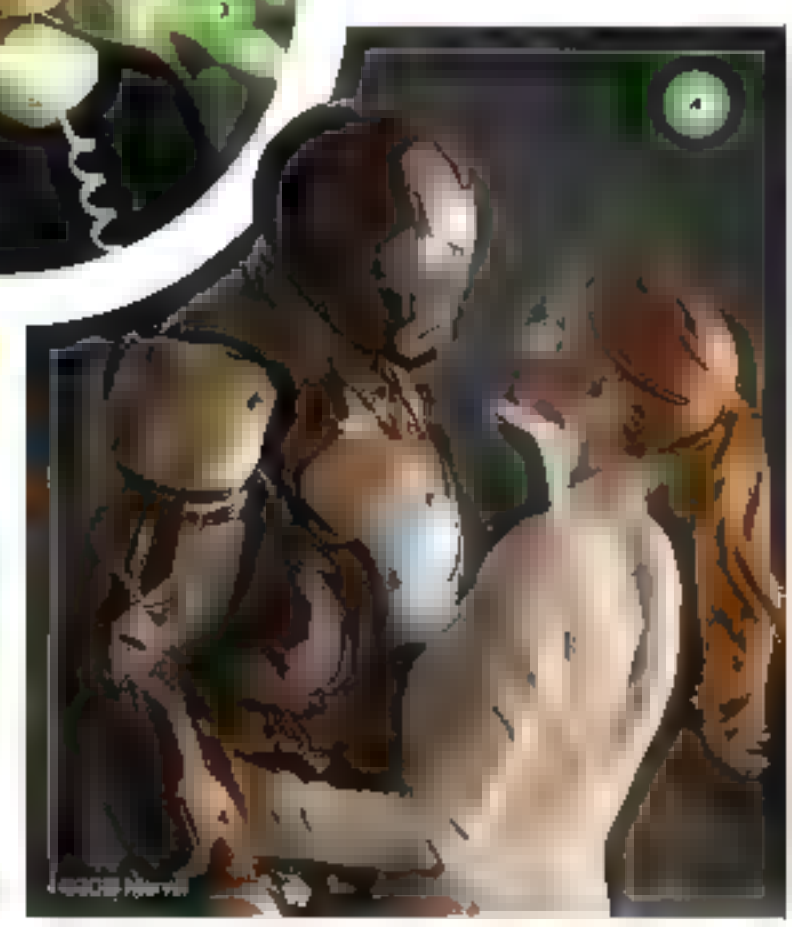
DELTA STUDIO™

MOVIES





1. Heaven Adores You
This poetic documentary examines music an Elliott Smith's music and the three cities that he called home Portland, New York City and Los Angeles.

2. Wild Card
Stars Jason Statham. After a confrontation with a mob boss son a Las Vegas bodyguard and gambling addic finds himself in hot water with the crimina underworld

3. Sleepless in Seattle
Stars Tom Hanks, Meg Ryan, After hearing him speak on the radio wr er Annie fall for a recently widowed man and goes to great lengths to meet him

4 Marvel's Iron Man 3
Stars Robert Downey Jr
Tony Stark must rely on ingenuity to save the city and the people he loves when villian Mandarin destroys everything he possesses

5. Tinker Bell and the Legend of the NeverBeast
When a strange anima comes to Pixie Hollow Fawn must trust her hear and convince Tink and the other airies of the creature s goodness

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Sleepless in Seattle
Love Happens
Say Anything
10 Things I Hate About You
Heaven Adores You

MARVEL-OUS
Marvel's Avengers Age of Ultron
Marvel's The Avengers
Marvel's Iron Man
Marvel's Iron Man 2
Marvel's Thor
Marvel's Thor The Dark World
Marvel's Guardians of the Galaxy

COMEDY
Get Hard
Danny Collins
The Second Best Exotic Marigold Hotel
Hot Tub Time Machine 2
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DRAMA
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McFarland, USA
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SKY KIDS
Home
Penguins of Madagascar
Alexander and the Terrible, Horrible, Not Good, Very Bad Day
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Marvel's Avengers: Age of Ultron *Español*

Flying Across Hawaii Mexico and the Caribbean Central America
Marvel's Avengers Age of Ultron *Español*

Flying Across Alaska and the Western Central America
The Longest Ride *Español*

Flying to Mexico
Marvel's Avengers: Age of Ultron *Français*

Featuring
Chateau de la Reine *Français*

Canada Flying Across the Atlantic Eastern

"When we are saying this cannot be accomplished, this cannot be done, then we are short-changing ourselves. My brain, it cannot process failure. It will not process failure. Because if I have to sit there and face myself and tell myself 'you are a failure,' I think that is worse than death.

— Kobe Bryant in Kobe Bryant's Muse

TELEVISION

Hell on Wheels

Be sure to catch AMC's *Hell on Wheels* on board now. Don't miss the action-packed new season coming this July. Only on AMC.

Ray Donovan

Liev Schreiber does the dirty work as Ray Donovan. Sundays at 9:30C, beginning July 12 on SHOWTIME. Watch select episodes on board now!

TEDTalks

TED brings together fascinating thinkers, artists and technologists to give the talk of their lives in 18 minutes or less. Find more at TED.com.

Game of Thrones

HBO's *Game of Thrones* follows the intertwining storylines of Westeros' noble families, each fighting to take the Iron Throne and control the Seven Kingdoms.

ABCmouse.com

Enjoy inflight learning with free educational songs and videos from ABCmouse.com, the No. 1 online learning program for kids ages 2–7! Find it on Delta Sky Kids during your flight.

YOU MIGHT ALSO LIKE:

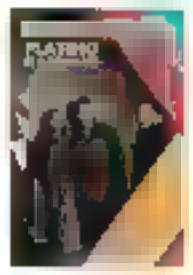
Frozen Fever

NinjaGo: Masters of Spinjitzu

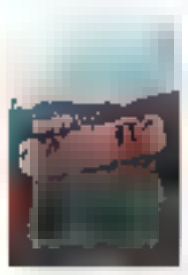
Best Bars In America

Comedians Jay Larson and Sean Patton cross America, visiting *Esquire*'s annual list of top drinking establishments and sampling the best these bars have to offer.

YOU MIGHT ALSO LIKE:



Playing It Forward

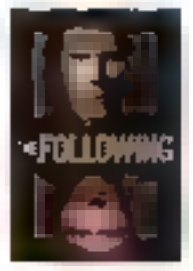


Keep It Canada

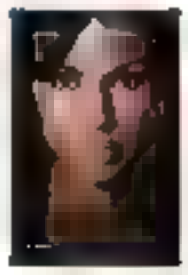
Grey's Anatomy

Meredith Grey and her fellow interns at Seattle Grace Hospital work to become attending surgeons while trying to keep their personal and professional lives in order.

YOU MIGHT ALSO LIKE:



The Following



Scandal

dish Free live satellite TV is available for all customers on more than 100 B737, B757 and B767 aircraft on flights within the continental United States and while over the Hawaiian Islands. Channel lineup is subject to change. Delta is not responsible for interruptions of service.

SEE PAGE 7 FOR PHOTO CREDITS

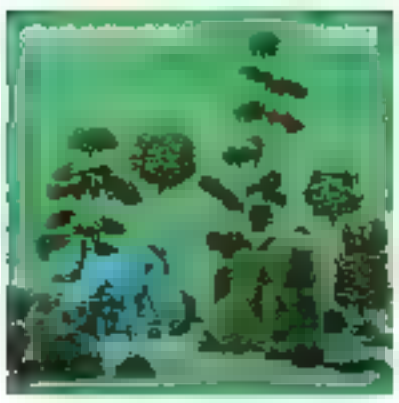
DELTA
STUDIO

LISTEN FOR FREE

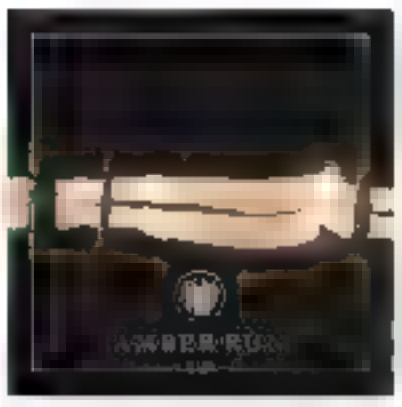
Playlist Feature
On a[illegible] aircraft, you can **create your own custom playlist.** Follow the menus within the "Listen" section for more information

Hiatus Kaiyote
Choose Your Weapon

Elle King
Love Stuff



Snoop Dogg
Bush



Amber Run
SAM

RADIO CHANNELS

Delta offers 16 unique, custom-produced 45-minute programs for your enjoyment. On most aircraft, two programs are paired together to create one 90-minute channel.

- Sleep Soundly
- Chill Conceived
- Classic Spotlight: Isaac Stern
- Light Classics
- Billboard Hits
- More Billboard Hits
- DJ Irie Mix
- Country Party
- TED Ideas In Flight
- Interview With Ol Parker
- Bollywood Beats
- Blues
- Alt-Indie Rock
- Good Things Happen in Threes
- Spotlight: New York
- Jazzy Women

Classical Spotlight: Isaac Stern
In honor of the 95th birthday anniversary of the late violinist this month, we feature some of his wonderful performances.

Bollywood Beats
A selection of the latest tracks from Bollywood. Enjoy hits from **Arijit Singh,** Vishal Dadlani, Shreya Ghoshal and more.

Blues
From Chicago to the Mississippi Delta, hear tracks from blues-masters such as Koko Taylor, **Son Seals,** Stevie Ray Vaughan and more.

Spotlight: New York
Get into the "New York State of Mind" with these jazz tracks from **Michael Feinstein,** Karrin Allyson and more.

Kid Rock released his tenth studio album this year, *First Kiss*, which debuted at No. 2 on the Billboard 200. Be sure to catch him on his North American tour through September, and listen to him on board now.

DELTA PRESENTS THE BILLBOARD ARTIST 100

Listen to these artists in flight this month

Kid Rock
First Kiss

Meghan Trainor
Dear Future Husband

Jason Aldean
Tonight Looks Good on You

George Ezra
Budapest

One Direction
Night Changes

Walk the Moon
Shut Up and Dance

Ed Sheeran
Photograph

Fifth Harmony ft. Kid Ink
Worth It

Calvin Harris ft. Ellie Goulding
Outside

Taylor Swift
Style

Echosmith
Bright

Sia
Elastic Heart

Listen Up
Ergonomically designed earbuds are available on flights worldwide as part of our partnership with Billboard. Take a survey and get a free music download. Visit **billboard.com/delta.**

All entertainment and earbuds are free on all international and transcontinental flights, as well as on domestic flights in the Delta One™ and Comfort+™ cabins. Noise-cancelling headsets are free on all flights in the Delta One™ cabin. Most entertainment is free on domestic flights in the Main Cabin (HBO, Showtime and new TV shows are $1 per episode, new movies are $6 each and earbuds are available for $2).

DELTA ARTIST SPOTLIGHT

Leon Bridges

Leon Bridges' breakthrough rise from Fort Worth, Texas, can be traced to his flawless, self-penned songs. Hailed for impassioned gospel-tinged soul, Bridges' unique sound is captured in his debut album and first full-length effort *Coming Home*.

CATCH THESE CONCERTS

DENVER (DEN) **Sam Hunt** July 26, **Wiz Khalifa** July 29, **Fall Out Boy** July 29
SWITZERLAND (ZRH) **Sam Smith** July 7-8, **Nicki Minaj** July 10, **Ellie Goulding** July 17

Follow Sky magazine on Spotify to hear boarding music and other playlists.

FRANK MICHAEL DELTA MAGAZINES, ISAAC STERN: PARAMOUNT ARTISTS NEW

INTERNET ON BOARD

Voice and video calls via the Wi-Fi portal are not permitted on board at any time. Sites with mobile versions such as email, texting and instant messaging are always permitted while your device is in airplane mode.

DELTA OPERATES THE WORLD'S LARGEST WI-FI ENABLED FLEET WITH MORE THAN 1,000 AIRCRAFT

Does this plane have Wi-Fi?

Find out fast! Just look for the Wi-Fi symbol near the boarding door, overhead or next to your row number.

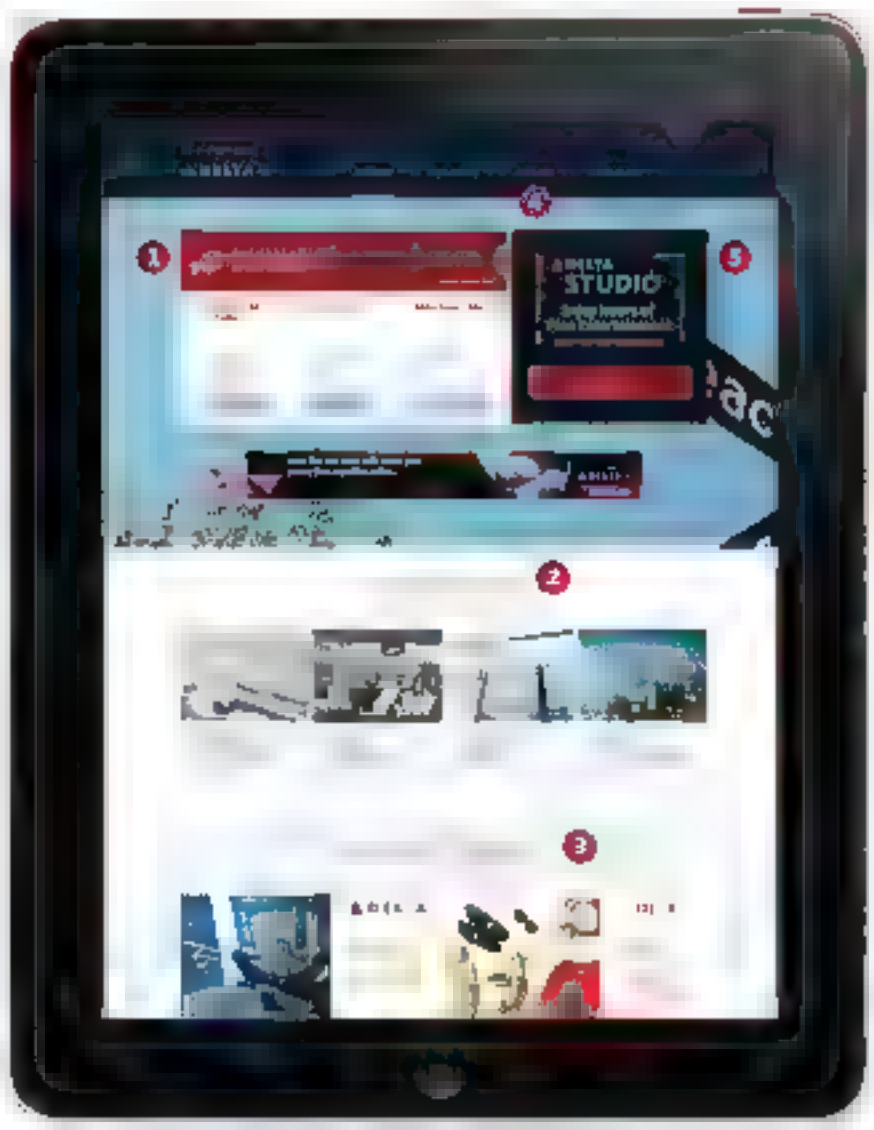
Wi-Fi ONBOARD

How to connect

To connect, turn on your Wi-Fi-enabled device in airplane mode, connect to the "gogoinflight" signal and launch your browser.

Questions about Gogo?

Contact Gogo Customer Care
customercare@gogoair.com
or 877-350-0038
Live Chat
In the air: air.gogoair.com
On the ground: gogoair.com



Stay Connected, You've Got Options!

1 Purchase a Gogo® Internet Session
Get full access to the Internet with your Delta Wi-Fi Pass. When you're in the air and online with Gogo, you're connected to all the things that matter. Simply purchase a Delta Wi-Fi Pass before your flight or through the Delta Wi-Fi portal once on board.

2 Access delta.com for Free
Our in-flight Wi-Fi portal offers free access to delta.com, where you can manage your trip, book a flight, check your SkyMiles account, book a hotel and car and get the latest flight status — all from 30,000 feet. Check out our **Traveling With Us** section on the portal.

3 Partner Offers
Enjoy free access to everything from exclusive shopping deals to Delta news and products within our **Featured On This Flight** section.

4 Flight Information
Click on the **My Flight** link to track your flight on our moving map, check real-time information on your flight progress and get details about your aircraft. Simply click on **My Flight** on the portal and keep yourself up to date.

5 Entertainment
Remember, Delta Studio™ in-flight streaming is available without purchasing a Wi-Fi pass!

Gogo has the U.S. covered

Wi-Fi is available over land on domestic Wi-Fi-equipped aircraft within the continental U.S. Applicable [illegible] aircraft. Some areas of Alaska may experience interruptions.

Now you're connected globally!

Wi-Fi is now available on many international flights, with installations across our transoceanic fleet continuing through 2016.

Gogo® in-flight Internet service is subject to Gogo's terms of use and privacy policy available at gogoinflight.com

Power Up

110-volt outlets provide power to charge notebook computers, e-readers and tablets. USB ports provide power to charge a small electronic device, such as a smartphone. Look for them on the following aircraft.

AIRPLANE	B717-200	B737-700	B737-800	B737-900ER	B747-400	B757-200 [illegible] aircraft	[illegible]	B767-300	B767-300ER	B767-400ER	B777	A330	MD88	MD90	CRJ900 [illegible]
110-VOLT	All rows	Rows [illegible]	Rows [illegible] all aircraft Rows 10-12 select aircraft	All rows	Rows 1-3, 24-31 and 74-80	Rows 1-4 and 8-27 on all rows [illegible]	All rows	Rows [illegible]	Rows [illegible]-6 and 13-22 on [illegible]-9 and 17-26 [illegible]	Rows [illegible]-0 and 15-24	Rows [illegible]-2 and 29-38	Rows 6 and 0-19	Rows [illegible]	Rows [illegible]-4 and 10-12	Rows [illegible]-4
USB	All rows	All seats	All seats with seatback screens	All seats	All seats	All seats with seatback screen	All seats	All seats	All seats	All seats	All seats	All seats		Rows 1-4 and 10-12	

[illegible]

DRINKS + EATS

FEATURED BEVERAGES

Raising the Bar
Grey Goose Vodka and Jack Daniel's Single Barrel Tennessee Whiskey have been added to the spirits available in the Delta One™ cabin. In addition, customers in First Class, Delta Comfort+™ and the Main Cabin can now enjoy Finlandia Vodka.

Margarita Featuring Avión Tequila $8
A south-of-the-border favorite, featuring Avión Tequila. Available on flights within North America.

Stirrings Caipiroska $8
A popular Brazilian and Argentinian cocktail, featuring Stirrings Caipiroska and Skyy Vodka. Available on all flights to and from Latin America and the Caribbean.

EATS

On board flights of 900 miles or more and select Caribbean and Latin American markets, you may purchase the individual snacks below or try our EATS treats and tapas snack boxes. EATS purchases are not available on Delta Connection single-class aircraft.

Mrs. Mavis Lunch Mix

$7.99 TREATS*

Old Wisconsin® Beef Salami Slices, Pepperidge Farm® Baked Naturals Wheat Crisps, Rondelé® Peppercorn Parmesan Cheese Spread, Pepperidge Farm® Cheddar Goldfish® Crackers, Welchs® Fruit Snacks, Mixed Fruit, Oreo® Cookies, Tic Tac® Freshmints

$8.99 TAPAS*

Stacy's Brand® Pita Chips, GoPicnic™ Garden Hummus Dip, Dipin™ Pepper & Artichoke Bruschetta, Crunchmaster® Multi-Grain Crackers with Sea Salt, Olympos® Pitted Greek Olive Mix with Herbs, Vacaville Fruit Company Snackins' Mediterranean Apricots, Madi K's® Almonds, Dancing Deer Baking Co.® Sweet Lemon Cookie Nibbles, Varda Chocolatier Dark Chocolate

All products kosher and vegetarian
Most products are gluten free.
Ask your flight attendant for details.

Delta Airlines accepts credit and debit cards only for all onboard purchases. Debit/credit cards or cash are accepted on Delta Asia routes. Delta Connection flights with single-class service accept cash only. ATM cards are not accepted. Debit cards are only accepted if they bear a major credit card logo.

Don't leave savings up in the air. **Receive a 20% savings** in the form of a statement credit* on eligible Delta in-flight purchases after using your Delta SkyMiles Credit Card.

[illegible] form of a statement credit on eligible prepurchased meals. [illegible]

GREY GOOSE

JACK DANIEL'S SINGLE BARREL

FINLANDIA

AVIÓN TEQUILA

STIRRINGS

Alcoholic Beverages[1]
Alcohol may be served only to customers 21 years of age and older. By FAA rule, we may not serve alcohol to customers who appear intoxicated. Only alcohol provided by Delta and served by flight attendants may be consumed on board.

SPIRITS $8
Avión Tequila
Bacardi Rum
Baileys Irish Cream
Bombay Sapphire Dry Gin
Canadian Club Reserve Whisky
Courvoisier V.S.O.P Cognac[1]
Dewar's Scotch
Finlandia Vodka
Grey Goose Vodka[4]
Jack Daniel's Single Barrel Tennessee Whiskey
Jack Daniel's Tennessee Honey Whiskey
Jack Daniel's Tennessee Whiskey
Woodford Reserve-Small Batch Bourbon

WINES $8
Red or White

DOMESTIC BEER $6
Miller Lite

SPECIALTY BEERS $7
SweetWater 420[5]
Ballast Point[4]
Brooklyn Brewery
Stella
Blue Moon[7]
Heineken
Samuel Adams
Boston Lager

[illegible] flight. All Delta and Delta Connection flights within North America (including the United States, Canada, Mexico, [illegible] Delta One™ single-class flights accept cash only. In First and Delta One™ cabins, all beer, wine and spirits are complimentary. For a complete listing of wines and champagnes available in Delta One™, please refer to your [illegible] Delta Comfort+™ and the Main Cabin on intercontinental and intra-Asia flights, all beer, wine and spirits are complimentary. In Delta Comfort+™ on all flights to and from [illegible] Delta Comfort+™ on transcontinental flights (JFK to/from LAX and [illegible] from Gino™ on breakfast, Lunch and Dinner flights, as well as complimentary beer, wine and spirits. On Boston/Chicago/New York City/Washington D.C. Delta Shuttle® flights, all passengers will enjoy a selection of complimentary wines and beers (some complimentary beverages may not be available on Shuttle flights). On Los Angeles/San Francisco Delta Shuttle® flights, all passengers will [illegible] **Allergen information for all food products is available from flight attendants upon request on Delta-operated flights departing from the following cities: Amsterdam (AMS), Athens (ATH), Barcelona (BCN), Brussels (BRU), Copenhagen (CPH), Dublin (DUB), Düsseldorf (DUS), Frankfurt (FRA), London (LHR), Madrid (MAD), Malaga (AGP), Manchester (MAN), Milan (MXP), Munich (MUC), Nice (NCE), Paris (CDG), Pisa (PSA), Prague (PRG), Rome (FCO), Shannon (SNN), Stockholm (ARN), Stuttgart (STR), Venice (VCE), Zurich (ZRH).**

Complimentary Beverages

SOFT DRINKS
Coca-Cola
Coca-Cola Zero
Diet Coke
Fresca
Sprite
KUAT

MIXERS
Mr & Mrs T Bloody Mary Mix
Seagram's Ginger Ale
Seagram's Sparkling Seltzer Water
Seagram's Tonic Water

JUICES AND BOTTLED WATER
Minute Maid® Lemonade
Minute Maid Apple Juice
Minute Maid Cranberry Apple Cocktail
Minute Maid Orange Juice
Tomato Juice
Bottled Water
LaCroix Sparkling Water
Milk

HOT DRINKS
Starbucks® coffee
Starbucks VIA® Ready Brew Decaf
Bigelow Tea
Harney & Sons Tea[4]

[illegible] property of their respective [illegible] All rights reserved.

Delta Air Lines is proud to serve products from The Coca-Cola Company.

Not all beverages are available on all flights. [illegible]

[1] Transcon markets only
[4] North America only
[7] Minute Maid Lemonade may be substituted [illegible]

[illegible] Delta's In-flight Recycling Program benefits Habitat for Humanity. Ask a flight attendant for recycling [illegible]

[illegible]

IN-FLIGHT INFORMATION

PORTABLE ELECTRONIC DEVICES

CARRY-ON BAGGAGE

Cabin issues on your flight? Please share your feedback at cabin.mtc@delta.com.

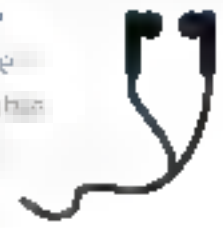
ALSO OF NOTE

Mobile Phone Usage

Mobile phones [illegible] in flight when in Airplane Mode [illegible]

Please Be Considerate

Please use headphones with portable [illegible]



Spare Batteries

[illegible] lithium batteries [illegible] are [illegible] visit **safetravel.dot.gov.**

Tobacco

[illegible]

Never Permitted

AT YOUR SERVICE

YOU ASKED, WE ANSWERED

"TODAY" ON THE FLY DELTA APP

With the Fly Delta app for iPhone and Android, you get everything you need for your trip all on one screen. Versatile, capable and reliable, the app does practically everything you need to make your travel plans and keep them on track.

Flight Details
Starting 24 hours before your flight, the app will automatically display the "Today" screen, which gives you a quick and easy way to view gate and terminal, boarding time, seat assignment and even your spot on the upgrade list.

Easy Connect
If you have a connecting flight, simply swipe forward to view all of the same options for each leg of your journey.

All in One Place
It also gives you one-tap access to your boarding pass, bag tracking status, Wi-Fi purchase and more.

Need help rebooking, changing seats or printing a new boarding pass? You can now use:

1. Fly Delta app

2. Kiosk

3. delta.com

Delta Sky Club: Retreat from the Ordinary

Delta Sky Club® is an award-winning lounge where you can work or relax in style. And with Clubs worldwide, finding a reprieve is easy.

Members Enjoy:
- Fully stocked bars with complimentary house beer, wine and spirits
- Fresh, healthy food offerings, served all day
- Personalized flight assistance
- Complimentary Wi-Fi access
- Satellite TV for sports, news and more
- Private showers at select locations

Plus, you can indulge in premium wine, beer, champagne and spirits for purchase at the Delta Sky Club Luxury Bar in addition to our complimentary bar offerings. Stop into a Club or visit **delta.com/skyclub** to purchase or renew your membership today and learn about membership options.

2014

Winner of the 2013 APEX Avion Award for Best Single Achievement in Passengers Experience

Controlling the Unexpected

- Please check the **Flight Information Screens** for up-to-date flight information. These screens may be located near a Need Help? Center or gate area.
- If you have missed your flight due to a delay or cancellation, you will be **automatically rebooked** on the next available flight.
- You can **scan your existing boarding pass** at any available Delta scanner to receive your new flight information. Delta scanners are located at our Need Help? Centers or in select gate areas at many Delta airports.
- We'll make every effort to **reroute your checked baggage** to your next flight.

DO YOU HAVE OTHER QUESTIONS?
Call
1-855-548-2505
Tweet us:
@DeltaAssist

FEEDBACK?
Have a comment or complaint regarding your Delta experience? Share your feedback at delta.com/talktous. Please have your flight details available, including flight number, date and departure and arrival cities.

FLEET

Wi-Fi ONBOARD

Staying connected is easier than ever with Delta's onboard Wi-Fi

KNOW YOUR PLANES

B747-400

Seats: 376
Range: 7,770 miles
Speed: 564 mph (908 km/h)
Length: 231' 10"
Number in fleet: 13

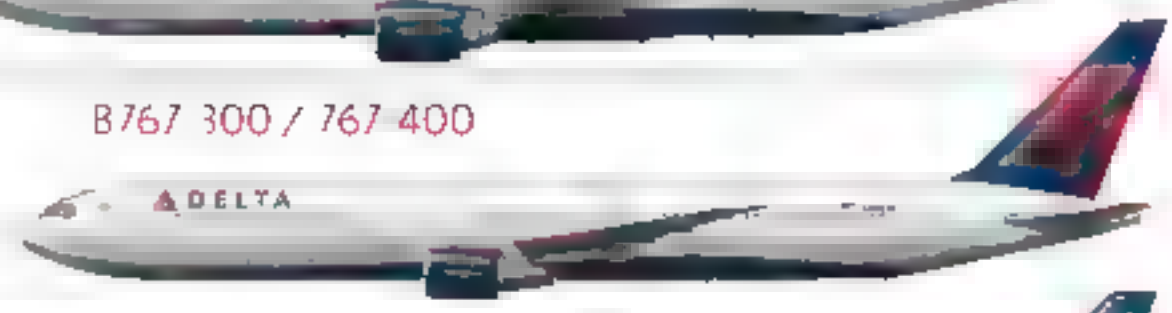
B777-200ER / 777-200LR

Seats: 291
Range: 8,235-10,035 miles
Speed: 550 mph (885 km/h)
Length: 209' 1"
Number in fleet: 8 / 10
Image represents 777-200LR

A330-200 / A330-300

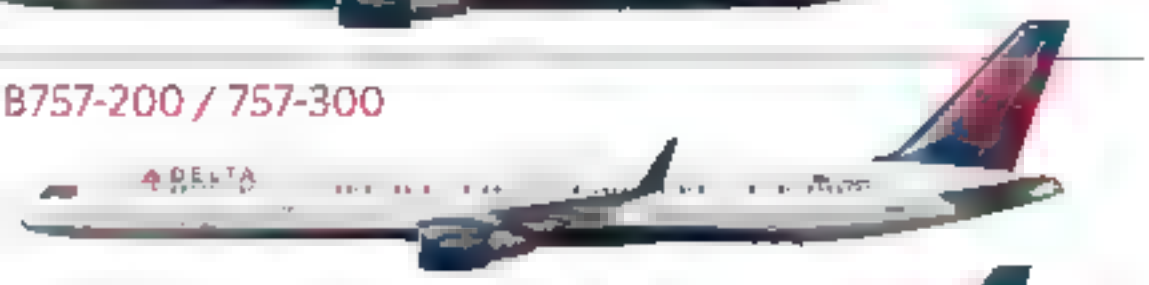
Seats: 2[illegible]4 - 293
Range: 5,685-7,275 miles
Speed: 531 mph (855 km/h)
Length: 188' 8" / 208' 10"
Number in fleet: 11 / 23
Image represents A330-300

B767-300 / 767-400



Seats: 211-216 - 246
Range: 3,275-6,375 miles - 6,020 miles
Speed: 517 mph (832 km/h)
Length: 180' 3" / 201' 4"
Number in fleet: 74 - 21
Image represents B767-400

B757-200 / 757-300



Seats: 168-199 / 234
Range: 2,808-4,705 miles / 3,228 miles
Speed: 5[illegible]7 mph (832 km/h)
Length: 155' 3" - 178' 7"
Number in fleet: 122 / 16
Image represents B757-300

B737-700 / 737-800 / 737-900ER

Seats: 124 / 160 / 180
Range: 2,925 miles / 2,850-2,930 miles / 2,810 miles
Speed: 517 mph (832 km/h)
Length: 110' 4" / 129' 6" / 138' 2"
Number in fleet: 10 / 73 / 40
Image represents B737-900ER

B717 / MD88 / MD90

Seats: 110 - 149 - 160
Range: 1,510 miles / 1,907 miles / 1,992 miles
Speed: 498 mph (801 km/h)
Length: 124' 0" / 147' 10" / 152' 7"
Number in fleet: 71 / 116 / 65
Image represents MD90

A319 / A320

Seats: 126 / 150-160
Range: 2,399 miles - 2,336-2,420 miles
Speed: 5[illegible]7 mph (832 km/h)
Length: 111' 0" - 123' 3"
Number in fleet: 57 - 69
Image represents A320

CRJ-200 / CRJ-700 / CRJ-900

Seats: 50 / 65 / 76
Range: 1,265 miles / 1,650 miles / 1,744 miles
Speed: 488-515 mph (785-829 km/h)
Length: 87' 10" / 106' 1" / 118' 11"
Number in fleet: 109 / 82 / 141
Image represents CRJ-900

E170 / E175

Seats: 69 / 76
Range: 1,800 miles
Speed: 545 mph (877 km/h)
Length: 98' 1" / 103' 11"
Number in fleet: 20 / 52
Image represents E175

ERJ145

Seats: 50
Range: 1,496 miles
Speed: 517 mph (832 km/h)
Length: 98' 0"
Number in fleet: 41

Wi-Fi available on all B747, 757, 737, 717, A330, 319, 320, MD88, 90; CRJ-700, 900 and E170, 175 aircraft, and select B777 and 767 aircraft. Information as planned for July 1, 2015.

WORLDWIDE PARTNERS

ALLIANCES THAT TAKE YOU FARTHER

SKYTEAM

Welcome to an oasis of tranquility . . . The SkyTeam Exclusive Lounge.

Step into a SkyTeam Exclusive Lounge and unwind. In this peaceful place, the buzz of the terminal is behind you and our lush botanical wall adds a breath of fresh air to your travel. Of business class, our complimentary Internet and recharge outlets help you keep things rolling smoothly along. You will find us at London Heathrow's T4, Istanbul and Sydney, and keep an eye out for another SkyTeam Exclusive Lounge opening soon in Dubai. Visit us there or at any of our more than 600 lounges, and enjoy a little preflight or stopover relaxation. Check out our Lounge Finder at **skyteam.com** or download the SkyTeam app.

SKYTEAM

Delta wants you, as a world traveler and a valued customer, to have more flexibility and more choices in your global travel. So we've joined with 19 strategically based airlines to create the SkyTeam global airline alliance, built upon the principle "Caring more about you." How do we care more about you? By taking care of your needs throughout your travels:

Planning Your Trip: Special SkyTeam Offerings

- Round the World Travel Pass and Planner
- America, Africa, Asia, China, Europe, Italy, Mexico and Russia Travel Passes
- SkyTeam Global Contracts and Global Meetings
- Guaranteed full-fare Economy Class reservations for SkyTeam Elite Plus customers with 24-hour notice on long-haul flights

At the Airport: Passenger Perks

- Seamless connections with single check-in
- Access to more than 600 airport lounges worldwide
- Sky Priority® Check-In, Sky Priority Boarding and Sky Priority Baggage Handling, as well as Preferred Seating and reciprocal lounge access depending on Elite status.

In-Flight: Consistent Service

- In addition to the language of each carrier English is spoken on every flight
- Special meals across all international flights

When You Arrive: Earning Frequent Flyer Miles

- You can earn* and redeem miles with every SkyTeam airline
- Frequent flyers are able to book Multi-Carrier Awards, enabling them to use any SkyTeam carrier with one single Award Ticket, offering travel opportunities for fewer miles

*Some airlines [illegible] for details.

Delta is moving to Terminal 1 at Pudong International Airport

All Delta flights will now arrive and depart from Terminal 1 at Shanghai's Pudong International Airport (PVG). This move will allow more convenient connections and a seamless customer experience when flying with Delta or airline partners China Eastern and Shanghai Airlines. Our check-in counters will be located at Arrival Level in Terminal 1.

Delta customer service agents will be available at the airport to help should further assistance be needed. Remember to visit delta.com or download the Fly Delta app for up-to-date information and gate notifications. We hope to see you on board soon!

OTHER TRAVEL PARTNERS

In addition to our SkyTeam partners, Delta also has other travel partners that offer codeshare flights and frequent flyer agreements. Together, we are committed to offering you high quality service, convenient travel options and more opportunities to earn and redeem miles. Visit delta.com/partnerairlines to learn more.

	SKYMILES* PARTNER	DELTA CODESHARE PARTNER
Air Tahiti Nui		
Alaska Airlines	●	●
GOL	●	●
Hawaiian Airlines**	●	●
Virgin Atlantic	●	●
Virgin Australia	●	●
WestJet***	●	●

Redemption only ** Inter-Island only *** Accrual only

Heathrow Heads Up: We now fly from LHR terminals 3 and 4.

Before you lift off to or from London please note that Delta flights operate from LHR T3 and T4. Flights operated by Virgin Atlantic are in LHR T3. Be sure to check your flight status at delta.com or via the Fly Delta app to confirm your terminal information 2½ hours prior to departure. And visit delta.com/virginatlantic for additional travel information, including the many benefits you enjoy through our partnership with Virgin Atlantic.

DELTA | virginatlantic

T3 Flights
Boston (BOS)
New York (EWR)
New York (JFK)
Los Angeles (LAX)

T4 Flights
Atlanta (ATL)
Detroit (DTW)
Minneapolis-St. Paul (MSP)
Philadelphia (PHL)
Seattle (SEA)

Since its inception in January 2014, more than 4 million passengers have flown the Delta & Virgin Atlantic Joint Venture.

This summer, Delta and Virgin Atlantic offer 39 daily round trip transatlantic flights between the United Kingdom and 15 destinations across North America, with 10 daily flights between London Heathrow and New York (JFK and Newark). The partnership has been recognized by its customers with Delta awarded 2014 Airline of the Year by *Air Transport World Magazine* and Virgin awarded 2014 Best Long-haul Airline by UltraTravel Awards.

As the industry's first transatlantic Joint Venture, the partnership between Delta, Air France/KLM and Alitalia continues to offer more choices and more convenient and frequent flights.

Regardless of which airline you choose, you will enjoy access to a broad transatlantic network, with access to 13 global hubs offering more than 7,500 daily flights to more than 540 destinations. Delta, Air France-KLM and Alitalia offer customers one of the largest airport lounge networks in the industry.

SKYTEAM · AEROFLOT · Aerolineas Argentinas · AEROMEXICO · Air Europa · AIR FRANCE · Alitalia · CHINA AIRLINES · CHINA EASTERN · CHINA SOUTHERN · CZECH AIRLINES · DELTA · Garuda Indonesia · Kenya Airways · KLM · KOREAN AIR · MEA · SAUDIA · TAROM · Vietnam Airlines · XIAMEN AIR

SKYMILES

THE SKY'S THE LIMIT

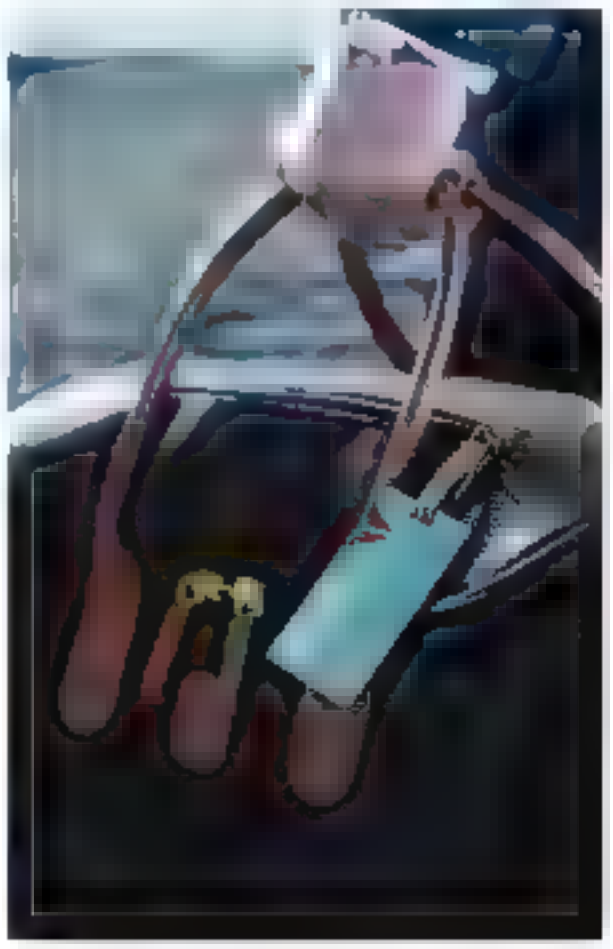
GET MORE OUT OF YOUR TRAVEL WITH THE DELTA SKYMILES PROGRAM.

If you're reading this and not enrolled in the SkyMiles® program, you're not getting all you can out of your trip. Get rewarded when you fly with us with a SkyMiles membership. Visit **delta.com/enroll** to sign up. You can also request credit for the past 30 days' flights (including this one) at **delta.com/mileagecredit.**

Earn Miles on More than Just Flights.

Love earning miles? Thanks to our SkyMiles partners, you can earn miles on more than just flights. Whether you're booking a hotel or car for your next business trip, shopping or dining out with friends or doing business with our partners, boosts your mileage balance faster. And remember, Delta is the only major U.S. carrier whose miles don't expire.

spg. HILTON HHONORS Hertz SKYMILES DINING



Use Miles for More than Just Award Travel.

You can use your miles in so many ways.

- **Airfare:** Book Award Travel to any of our 319 destinations in 59 countries
- **Once-in-a-Lifetime Access:** SkyMiles Experiences is your ticket to award shows, concerts and more
- **Charity:** SkyWish lets you do good by donating to 17 top charities
- **Shopping:** From fashion to electronics, SkyMiles Marketplace lets you use miles for the brands you love
- **Delta Sky Club® membership:** Relax away from the gate in any of 200 award-winning locations worldwide

FREE IN-FLIGHT ACCESS TO DELTA.COM
Visit now and create an easy-to-remember password!

GET OFFERS & NEWS
Emailed to you at delta.com/signuptoday

JOIN NOW AT DELTA.COM/ENROLL

Feedback Comments? Suggestions? We'd love to hear from you! Share your feedback at delta.com/talktous

MEDALLION LEVEL	SILVER	GOLD	PLATINUM	DIAMOND
Medallion Qualification Miles OR Medallion Qualification Segments AND Medallion Qualification Dollars	25,000 OR 30 AND $3,000	50,000 OR 60 AND $6,000	75,000 OR 100 AND $9,000	125,000 OR 140 AND $15,000
Unlimited Complimentary Upgrades (Full Y Fare)	Booking	Booking	Booking	Booking
Unlimited Complimentary Upgrades (Discounted fares except E)[2]	1 Day	3 Days	5 Days	5 Days with Priority
Delta Comfort+™ Seats for U.S. and International Travel	Complimentary 24 hours prior to departure	Complimentary 72 hours prior to departure	Complimentary at time of booking	Complimentary at time of booking
Same-Day Confirmed and Standby Fee Waivers[2]		●	●	●
Rollover Medallion Qualification Miles	Unlimited	Unlimited	Unlimited	Unlimited
Medallion Mileage Bonus[4]	2 additional miles per dollar*	3 additional miles per dollar*	4 additional miles per dollar*	6 additional miles per dollar*
Preferred Seat[2] (Waived Business Class)	●	●	●	●
Sky Priority® Access (Priority Check-in, Security, Boarding & Phone Handling)		●	●	●
Earn Miles and Elite Benefits for Skyteam Airlines	●	●	●	●
Elite SPG® Benefits			●	●

TERMS & CONDITIONS

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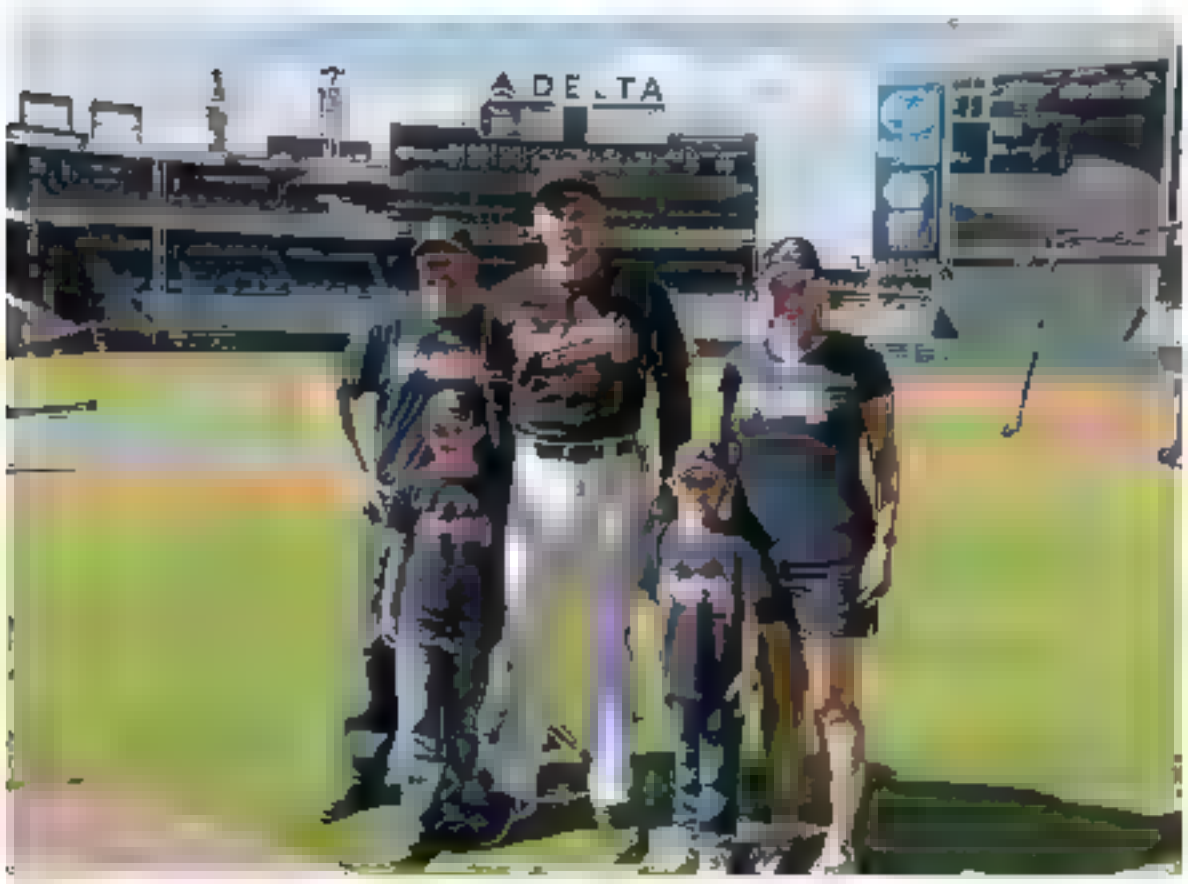
SkyMiles Experiences: On the Field. Backstage. Front Row.

Did you know SkyMiles members can use miles to bid on incredible experiences like this that you can't get anywhere else?
delta.com/experiences

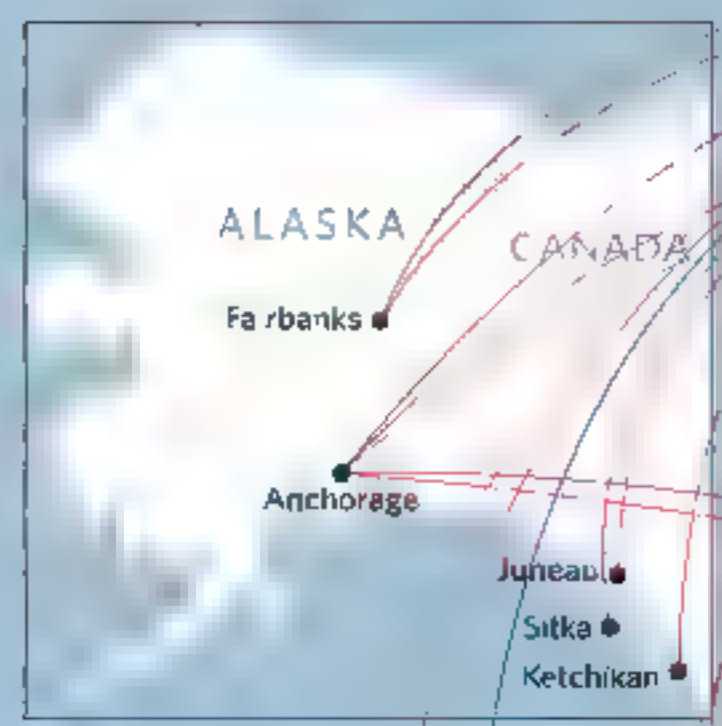


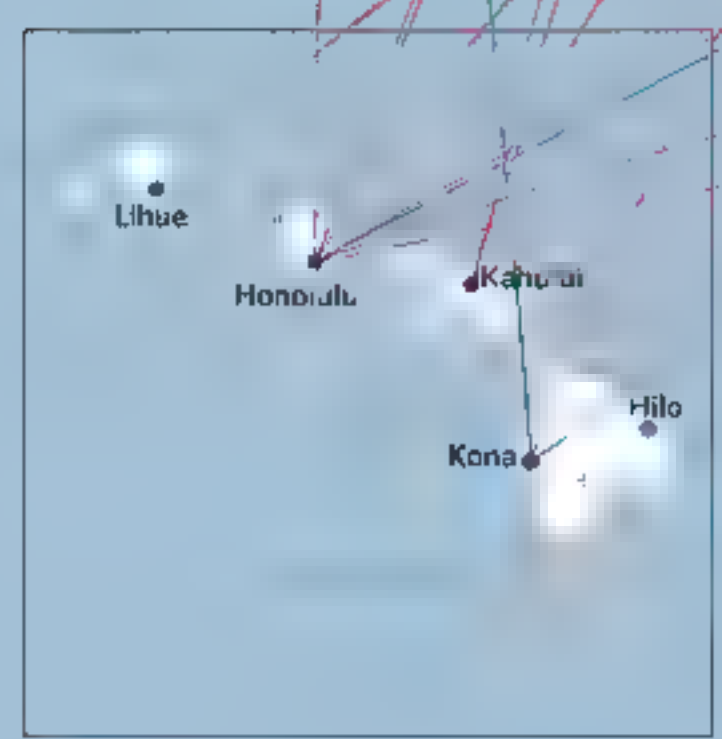
Atlanta Braves Meet & Greet
Winner: Adam Bielanski, Platinum Medallion Member

"We had an absolute wonderful time going on the field to watch batting practice and meeting Freddie Freeman. There is nothing better than airplanes, baseball, and Freddie Freeman for our two boys. What a special alternative to use miles for an experience the whole family loved! Thank you, Delta, for this memorable family event!"

ROUTE MAPS

UNITED STATES & CANADA



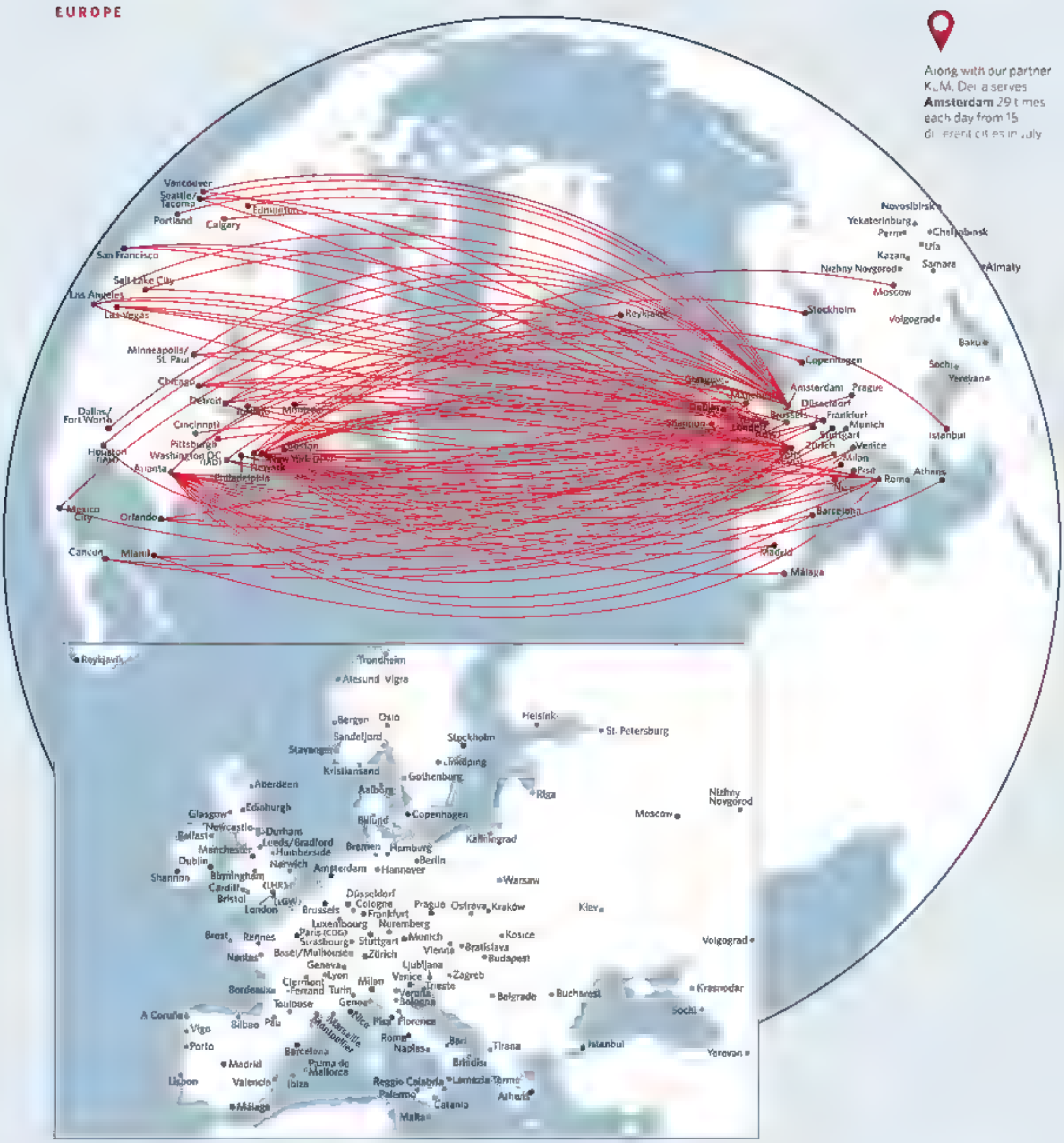


Whitehorse
Ft. McMurray
Prince George
Edmonton
Vancouver
Kelowna
Calgary/Banff
Saskatoon
Victoria
Abbotsford
Bellingham
Seattle/Tacoma
Wenatchee
Spokane
Regina
Portland
Pasco/Richland
Kennewick
Kalispell
Yakima
Pullman
Great Falls
Walla Walla
Lewiston
Missoula
Eugene
Redmond/Bend
Helena
Williston
Minot
Butte
Bozeman
Dickinson
Billings
Bismarck
Medford
Boise
West Yellowstone
Sun Valley
Cody
Idaho Falls
Aberdeen
Twin Falls
Rapid City
Jackson Hole
Gillette
Pocatello
Elko
Casper
Santa Rosa
Reno/Tahoe
San Francisco
Sacramento
Oakland
Salt Lake City
San Jose
Mammoth Lakes
Hayden/Steamboat Springs
Eagle/Vail/Beaver Creek
Fresno/Yosemite
Grand Junction
Denver
Cedar City
Aspen/Snowmass
St. George
Colorado Springs
Montrose/Telluride
Las Vegas
Santa Barbara
Burbank
Ontario
Los Angeles
Palm Springs
Long Beach
Orange County
San Diego
Albuquerque
Phoenix/Scottsdale
Oklahoma City
Tucson
El Paso/Ciudad Juárez
Dallas/Ft. Worth (DFW)
Killeen/Ft. Hood
Austin
San Antonio
MEXICO
Harlingen/South Padre Island

Seattle
Alaska
Anchorage Fairbanks
Juneau Sitka
Ketchikan
Deer Lake
St. John's, NL
Sydney
Moncton
Quebec
Halifax
Winnipeg
International Falls
Thunder Bay
Grand Forks
Bemidji
Duluth
Marquette
Sault Ste
Montreal
Ottawa
Bangor
Minneapolis/
St. Paul
Rochester
Green Bay
Iron Mountain
Pellston Mackinac Island
Alpena
Portland
Manchester
Boston
Albany
Martha's Vineyard
Nantucket
Detroit
New York
Philadelphia
Cincinnati
Charleston
Newport News Williamsburg
Norfolk Virginia Beach
Winston Salem
High Point
New Bern
Jacksonville Camp Lejeune
Fayetteville Ft Bragg
Wilmington
Myrtle Beach
Atlanta
Augusta
Charleston
Columbus
Montgomery
Savannah
Dothan Albany
Valdosta
Jacksonville
Pensacola
Tallahassee
Panama City
Gulfport Biloxi
New Orleans
Lafayette
Alexandria
Shreveport
Monroe
Houston
Dallas
Ft Walton Beach
Gainesville
Daytona Beach
Orlando
Melbourne
Tampa St Petersburg
Sarasota Bradenton
Ft Myers Naples
West Palm Beach
Ft Lauderdale/
Hollywood
Miami
Key West
Tulsa
Ft Smith
Little Rock
Kansas City
Wichita
Atlantic Ocean
Delta Airlines/Delta Connection/
Delta Joint Venture Route
Future Route Service
Route served by Alaska Airlines/
Horizon Air
Destination served by Delta / Delta
Connection
Destination served by one of Delta's
Worldwide Codeshare Partners

ROUTE MAPS

LATIN AMERICA & CARIBBEAN



Along with our partner KLM, Delta serves **Amsterdam** 29 times each day from 15 different cities in July

ROUTE MAPS

ASIA/AUSTRALIA/PACIFIC

Delta's new nonstop service from **Los Angeles** to **Shanghai** launches July 9 on a Boeing 777 aircraft with 180-degree flatbeds in Delta One.

AFRICA/MIDDLE EAST/INDIA

Maps Produced by Leaping Cat Graphics

TERMINAL GUIDES

TSA Pre✓ is available at all domestic airports

Recharge stations available at most gates

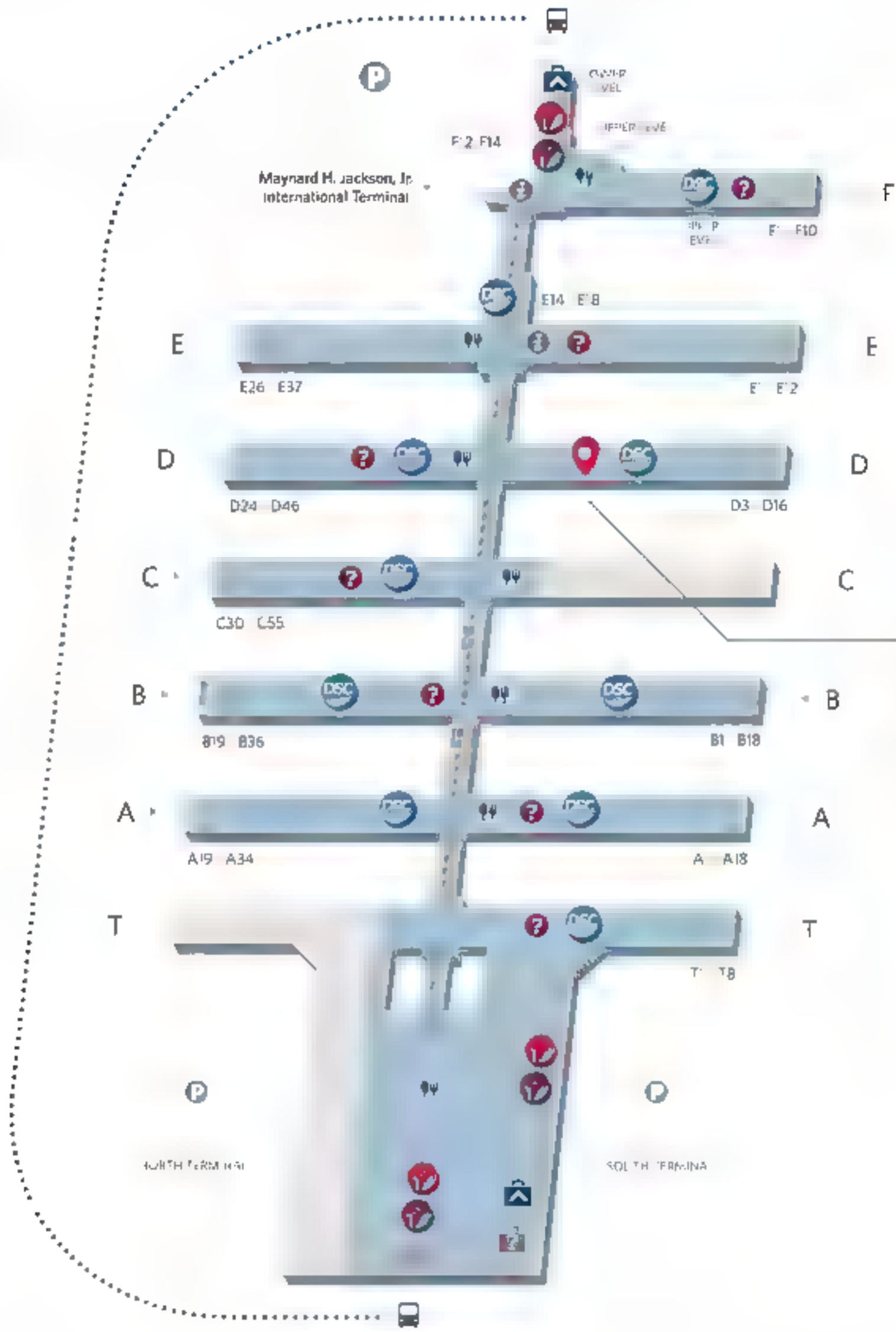
Visit our Fly Delta app to see all Delta terminal maps

HARTSFIELD-JACKSON ATLANTA
International Airport

GATE T1 TO F1 = 30 MIN

DELTA SKY CLUB

Concourse A on Upper Level, Gate T6, Gate A17, Gate B10, Gate B25, Gate C37, Gate D27, Gate E15, Concourse F on Mezzanine Level



ALL NEW! Be sure to check out the new Delta Sky Club in Concourse D.

DELTA ONE™ CHECK-IN · SKY PRIORITY™ CHECK-IN · MAIN CHECK-IN · BAGGAGE CLAIM · TRANSFER DESK · DELTA SKY CLUB® · PARTNER LOUNGE · FOOD COURT · AIRPORT SHUTTLE · PUBLIC TRANSIT · AIRPORT TRAM · MOVING WALKWAYS · PARKING · NEED HELP? CENTER · AIRPORT/CITY INFORMATION · BAGGAGE SERVICE OFFICE · NEW IMPROVEMENTS · APPROX WALKING TIME

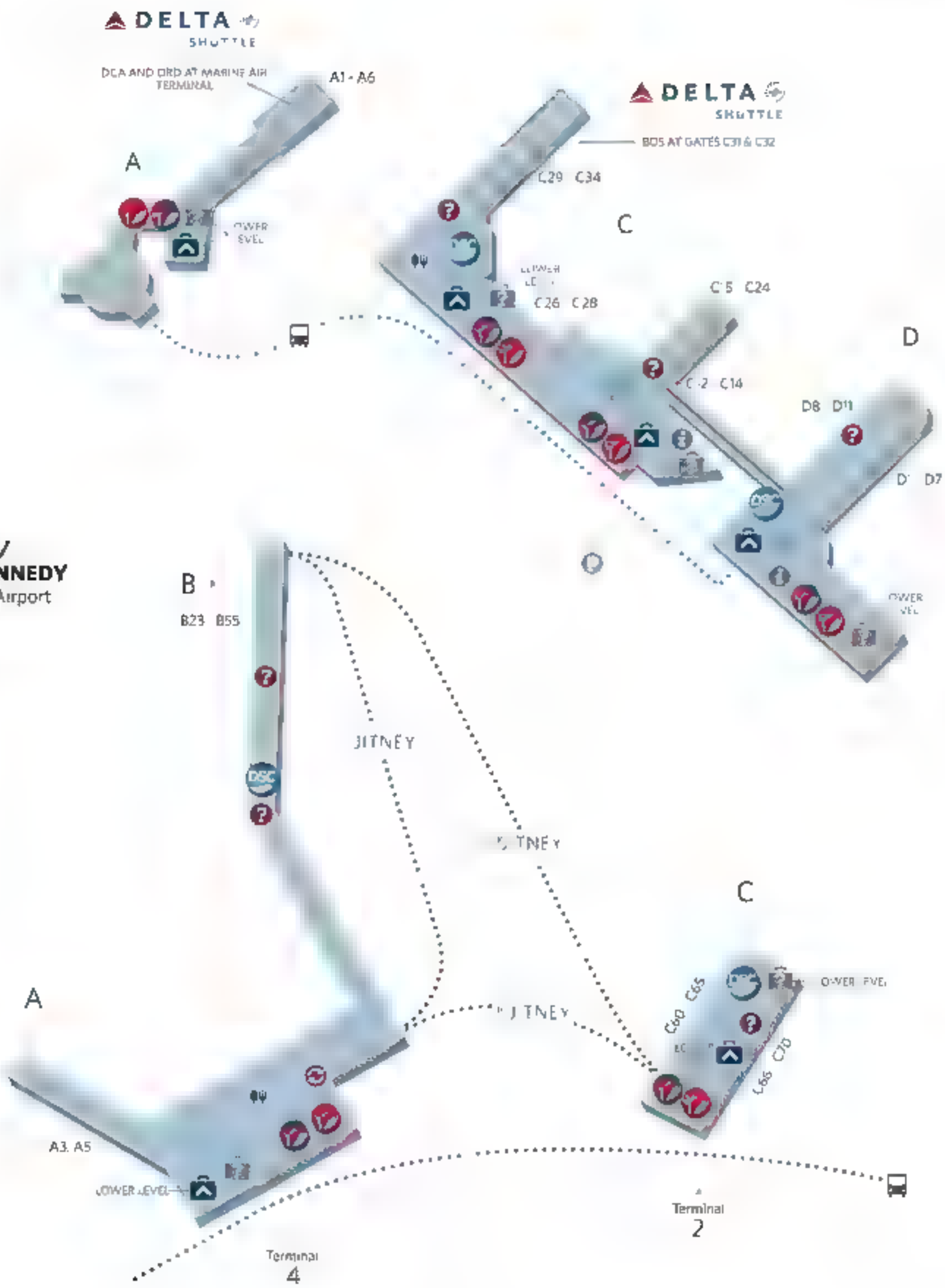
NEW YORK/LAGUARDIA
Airport

GATE C34 TO D6 = 10 MIN.

DELTA SKY CLUB

Between Gates C28 and C29. Near Gate D1

If you're departing from JFK or LGA, please confirm your terminal and gate at delta.com or with the Fly Delta app within 24 hours of arriving for your flight



NEW YORK/JOHN F. KENNEDY
International Airport

GATE A3 TO B55 = 15 MIN.

DELTA SKY CLUB

Terminal 2 on Mezzanine Level. Gate B31

GETTING THERE

ATL
Miles to city center: 10
By taxi: 20-30 minutes
By bus: no bus
By train: 20 minutes

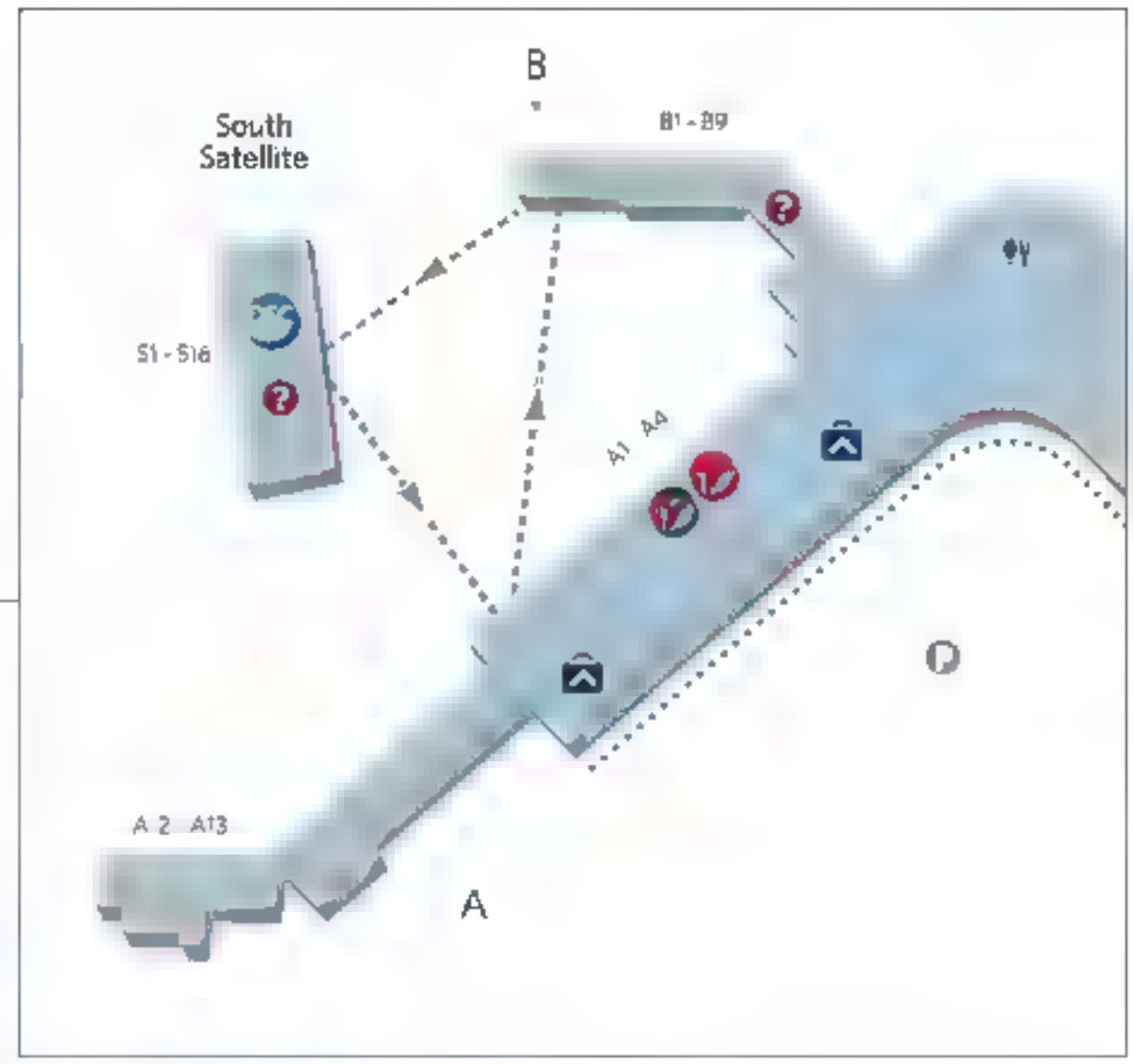
LGA
Miles to city center: 12 miles to Midtown
By taxi: 20-30 minutes
By bus: 40 minutes
By train: 40 minutes

JFK
Miles to city center: 15 miles to Midtown
By taxi: 40 minutes-2 hours
By bus: 1-2 hours
By train: 1 hour

TERMINAL GUIDES

SEATTLE-TACOMA
International Airport

GATE A13 TO B9 = 11 MIN.

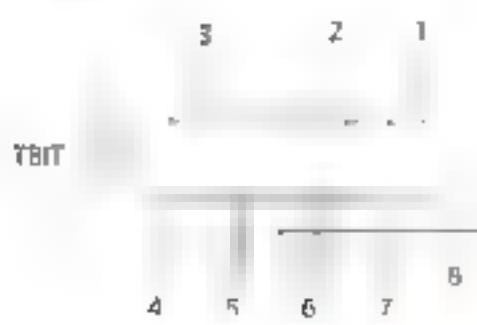


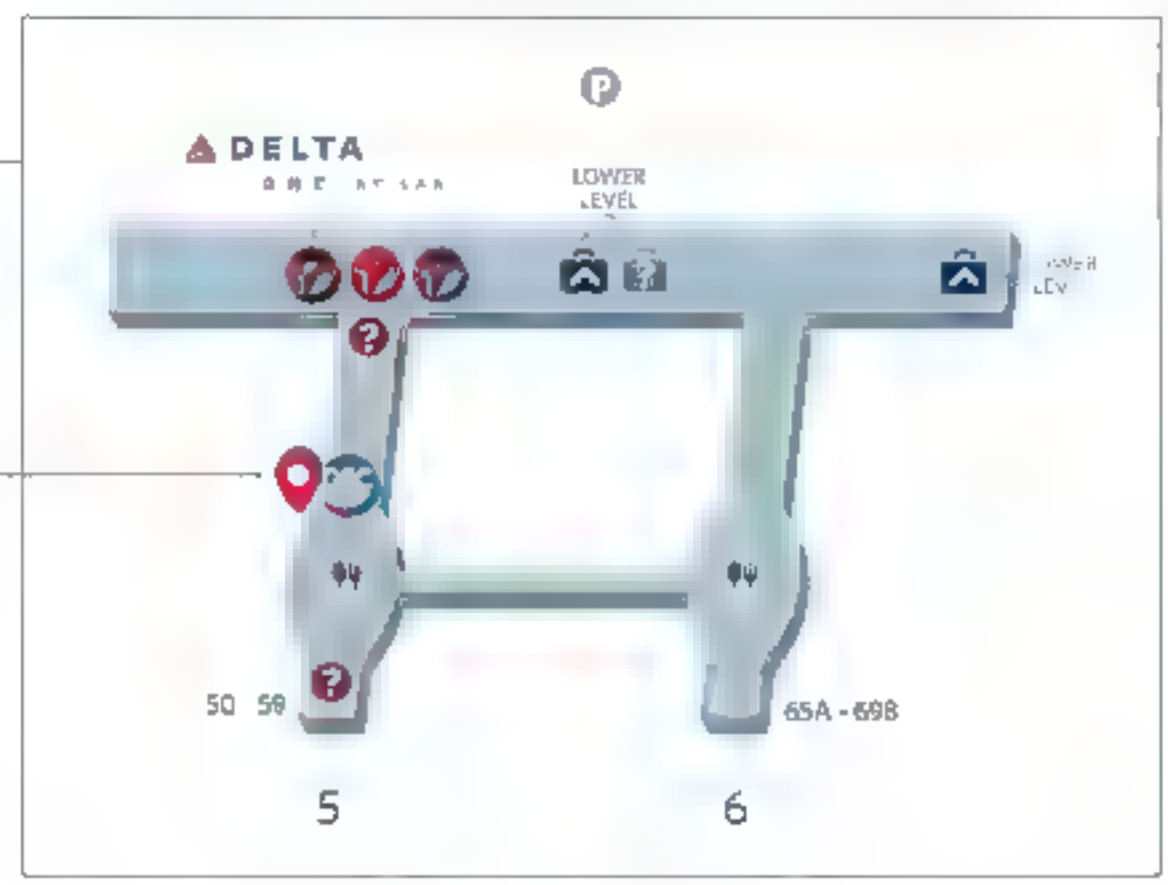
DELTA SKY CLUB

Gate S9

LOS ANGELES
International Airport

GATE 59 TO 68B = 20 MIN.





DELTA SKY CLUB

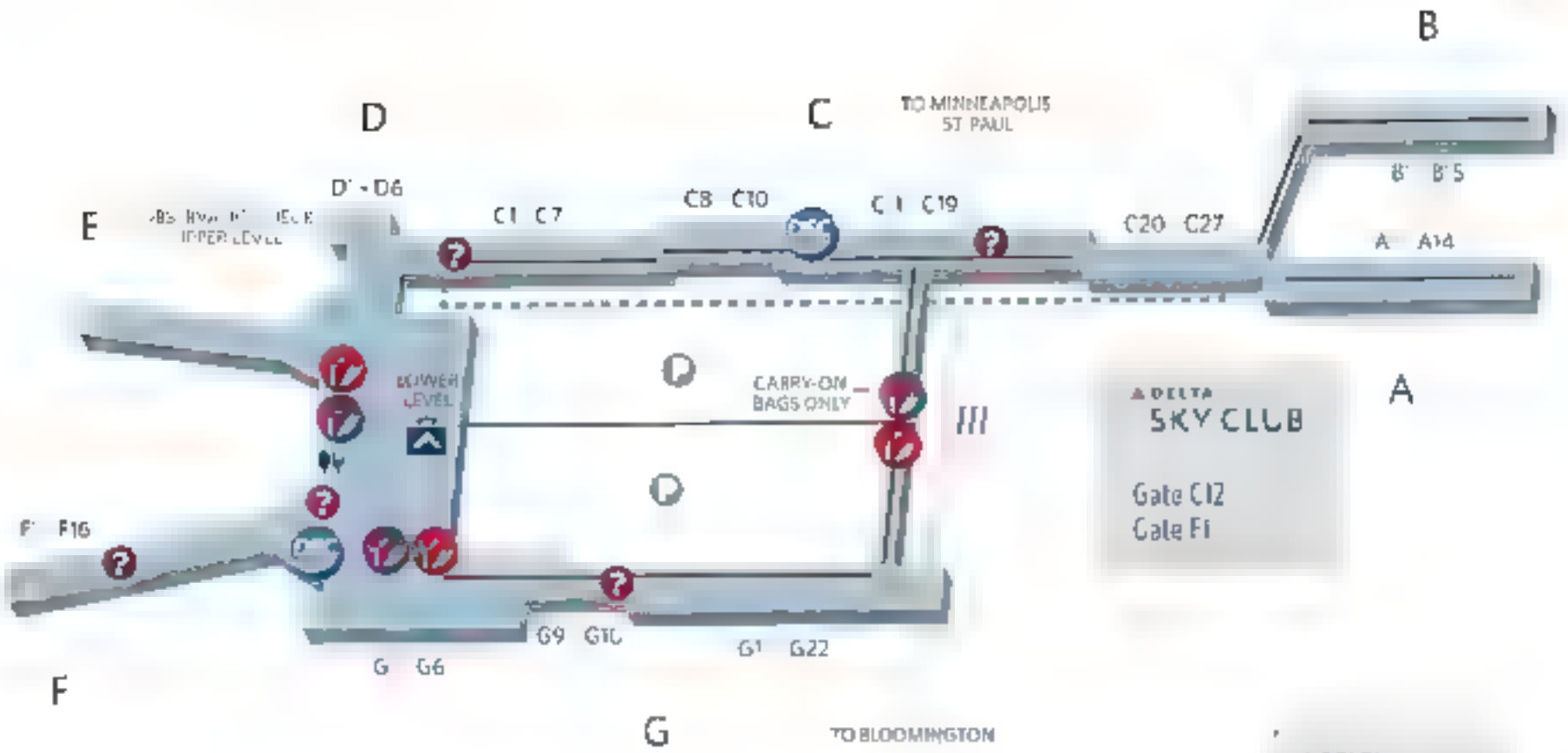
Between Gates 53 and 55

UPGRADES AT LAX

Terminal 5 is better than ever thanks to a $229 million overhaul, with upgrades including a Delta premium check-in and a separate lobby for Sky Priority members.

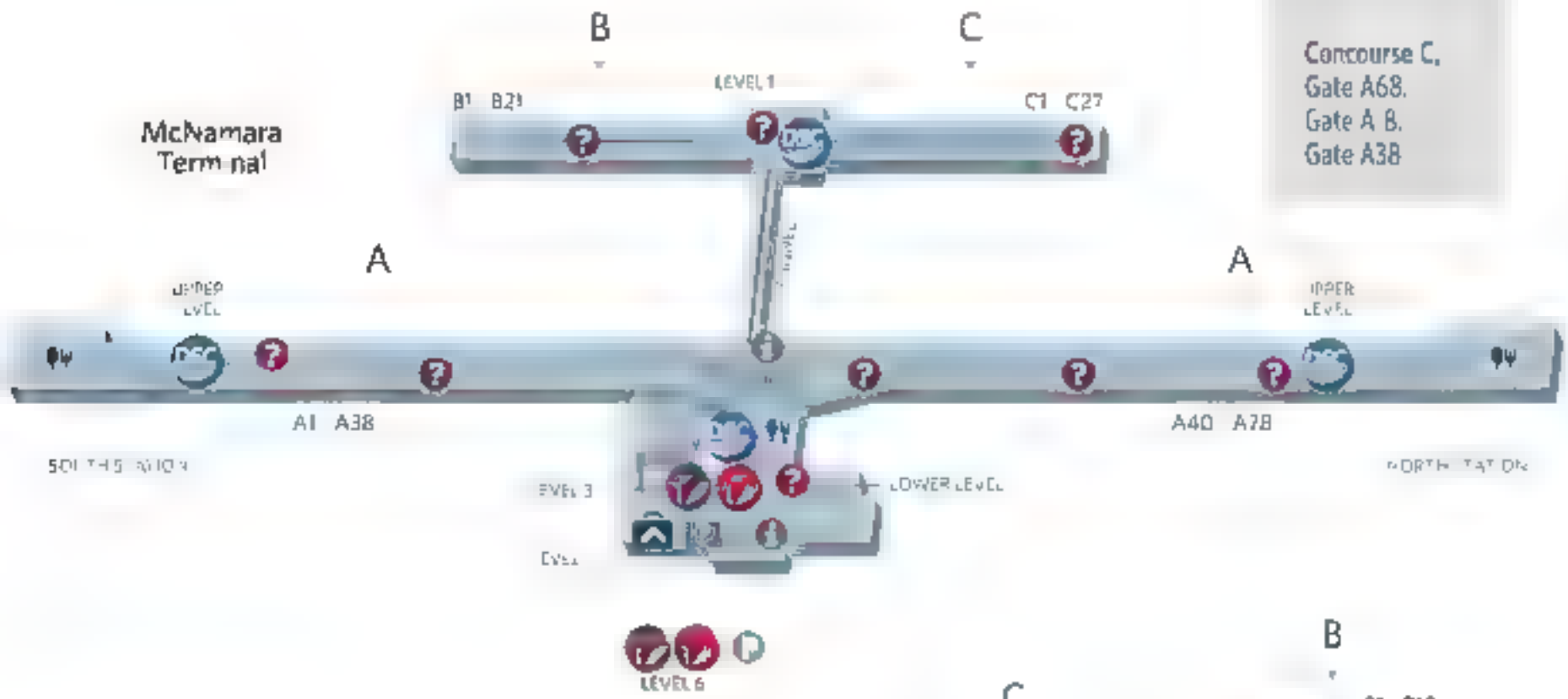
MINNEAPOLIS-ST. PAUL
International Airport

GATE A14 TO F16
= 22 MIN.



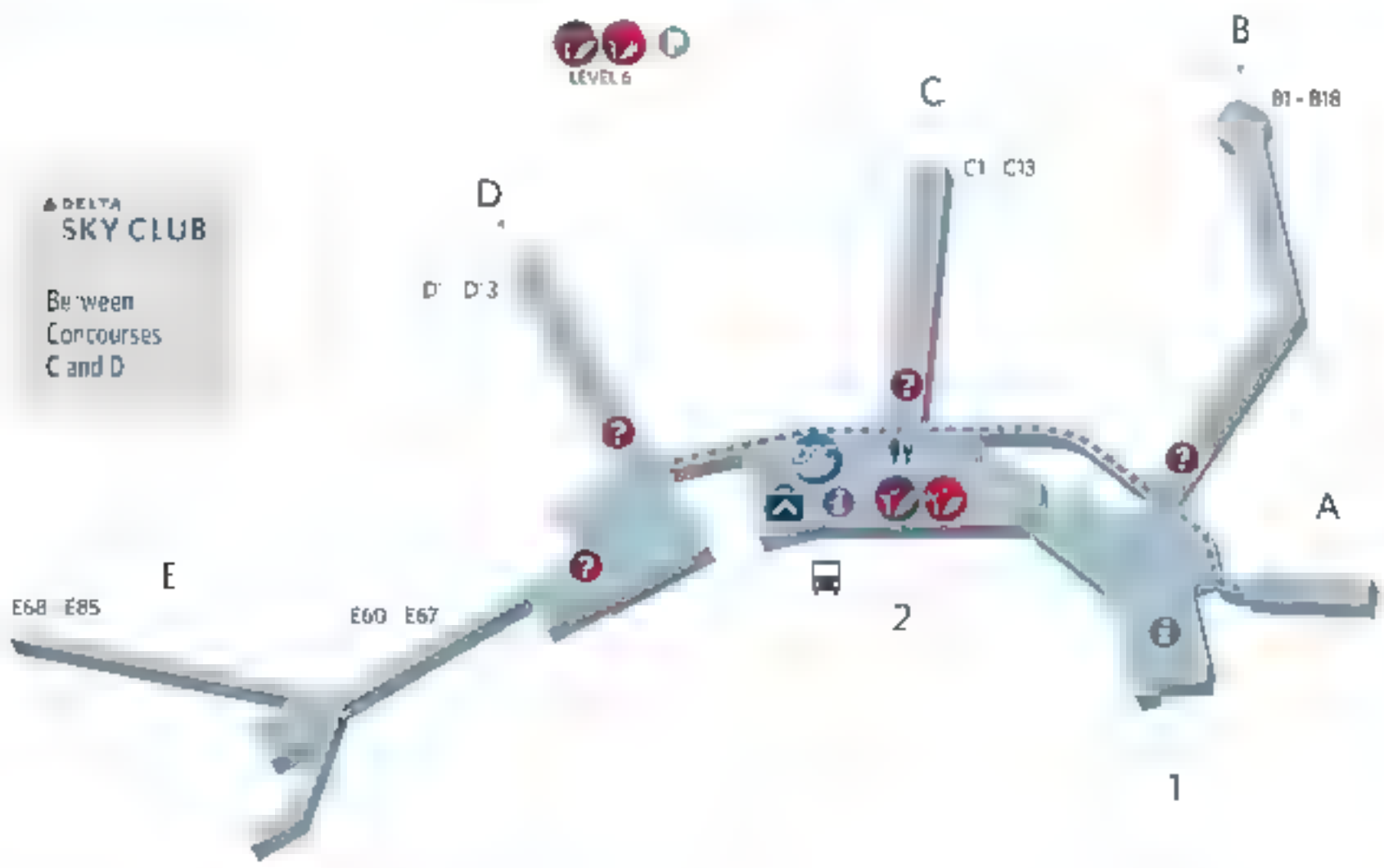
DETROIT
Metro Airport

GATE A1 TO A78
= 20 MIN.



SALT LAKE CITY
International Airport

GATE A8 TO E83
= 16 MIN.



GETTING THERE

SEA
Miles to city center 13
By taxi 30 minutes
By bus 60 minutes
By train 35 minutes

LAX
Miles to city center 18
By taxi 40-45 minutes
By bus 65-80 minutes
By train 60 minutes

MSP
Miles to Minneapolis 10
By taxi 20 minutes
By bus 30 minutes
By train 25 minutes

Miles to St. Paul 9
By taxi 16 minutes
By bus 20 minutes
By train no train

DTW
Miles to city center 20
By taxi 30 minutes
By bus 90 minutes
By train no train

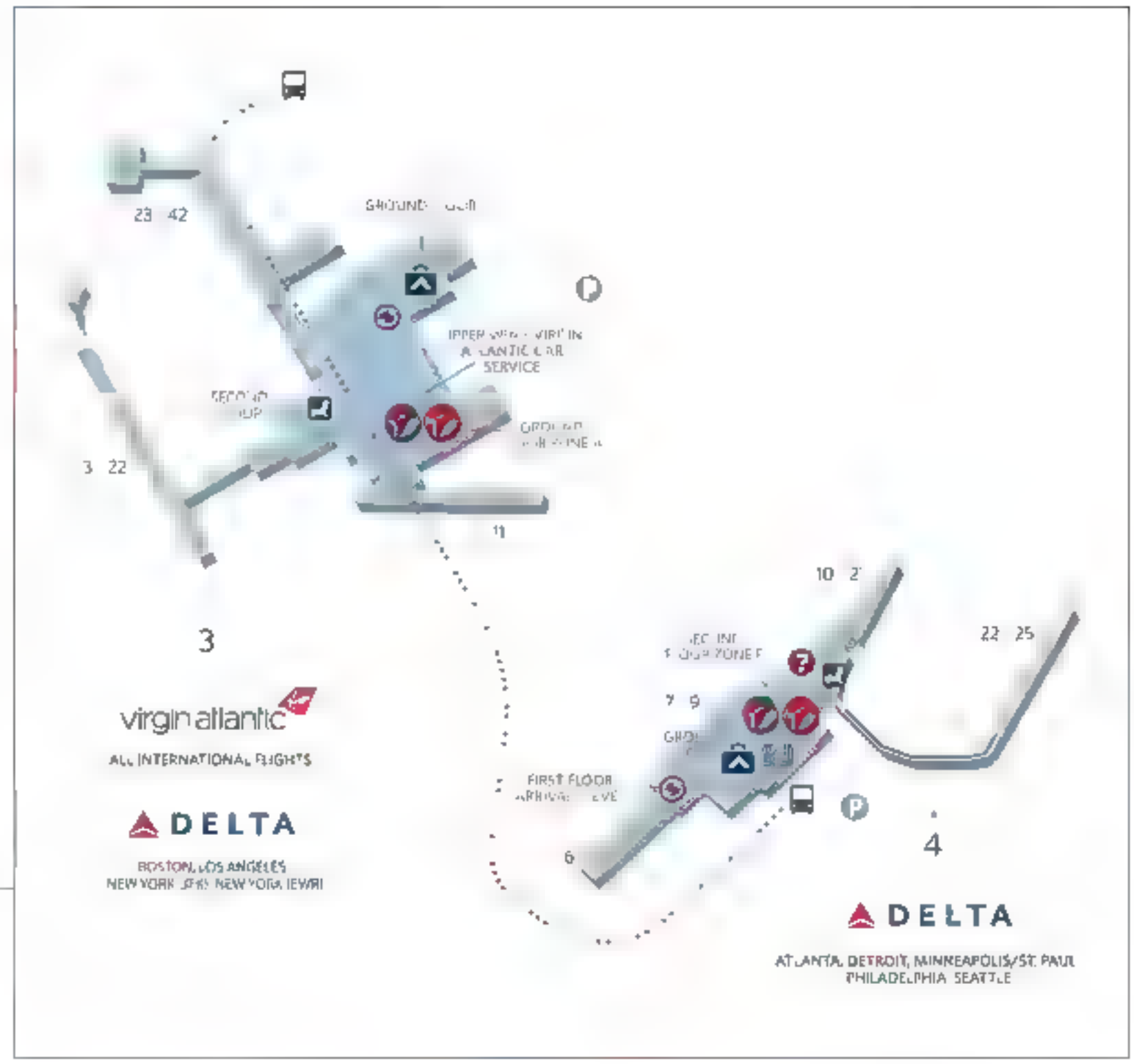
SLC
Miles to city center 6
By taxi 15 minutes
By bus 25 minutes
By train 20 minutes

TERMINAL GUIDES

LONDON HEATHROW
Airport

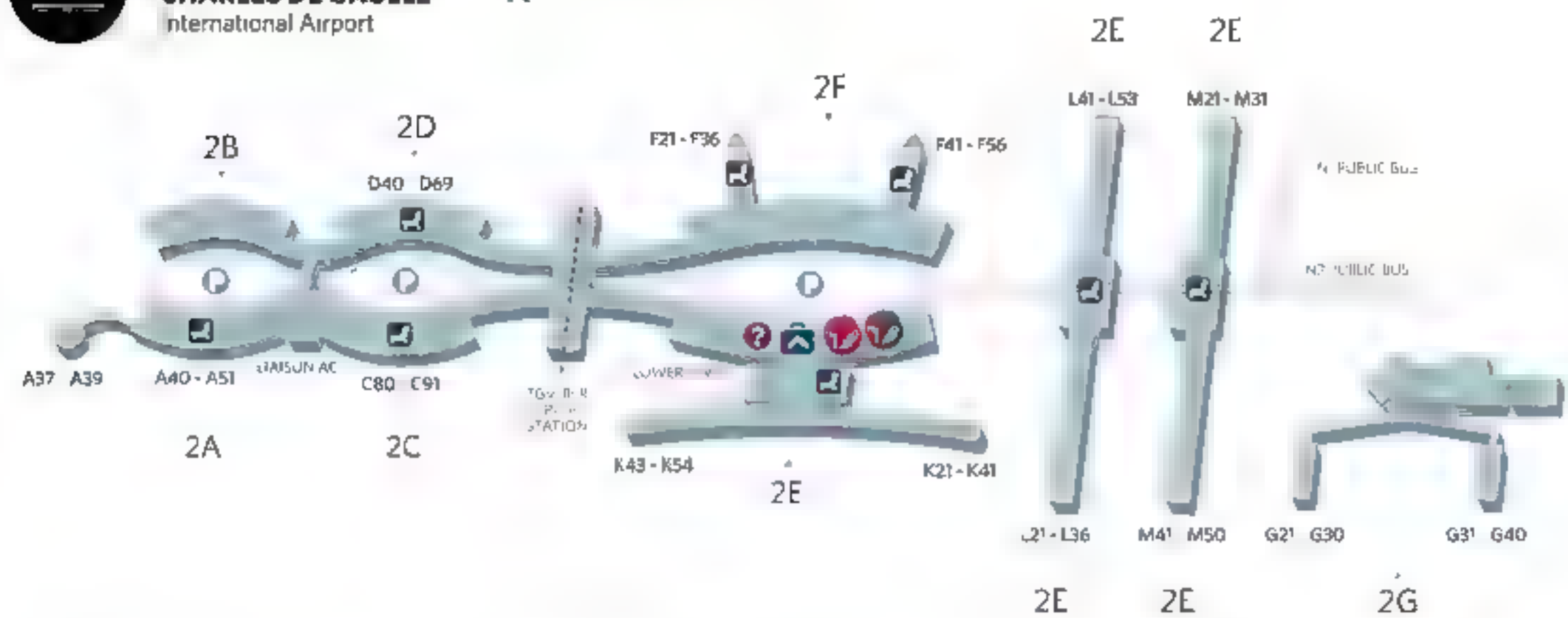
TERMINAL 3
GATE 1 TO 42 = 25 MIN.

TERMINAL 4
GATE 1 TO 25 = 20 MIN.



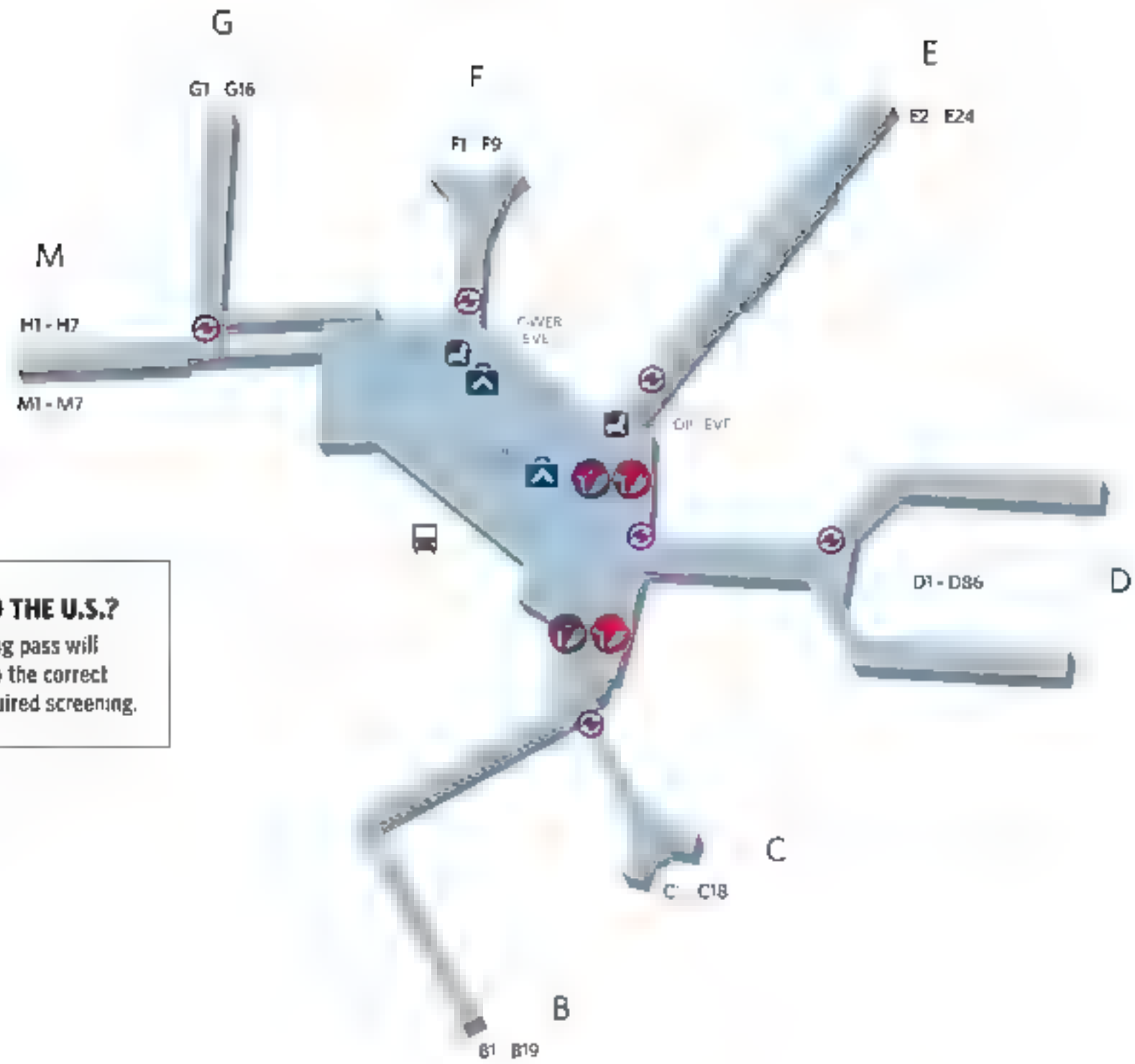
PARIS/ROISSY-CHARLES DE GAULLE
International Airport

GATE A37 TO G40 = 45 MIN.



AMSTERDAM/ SCHIPHOL
International Airport

GATE M1 TO B19 = 37 MIN.



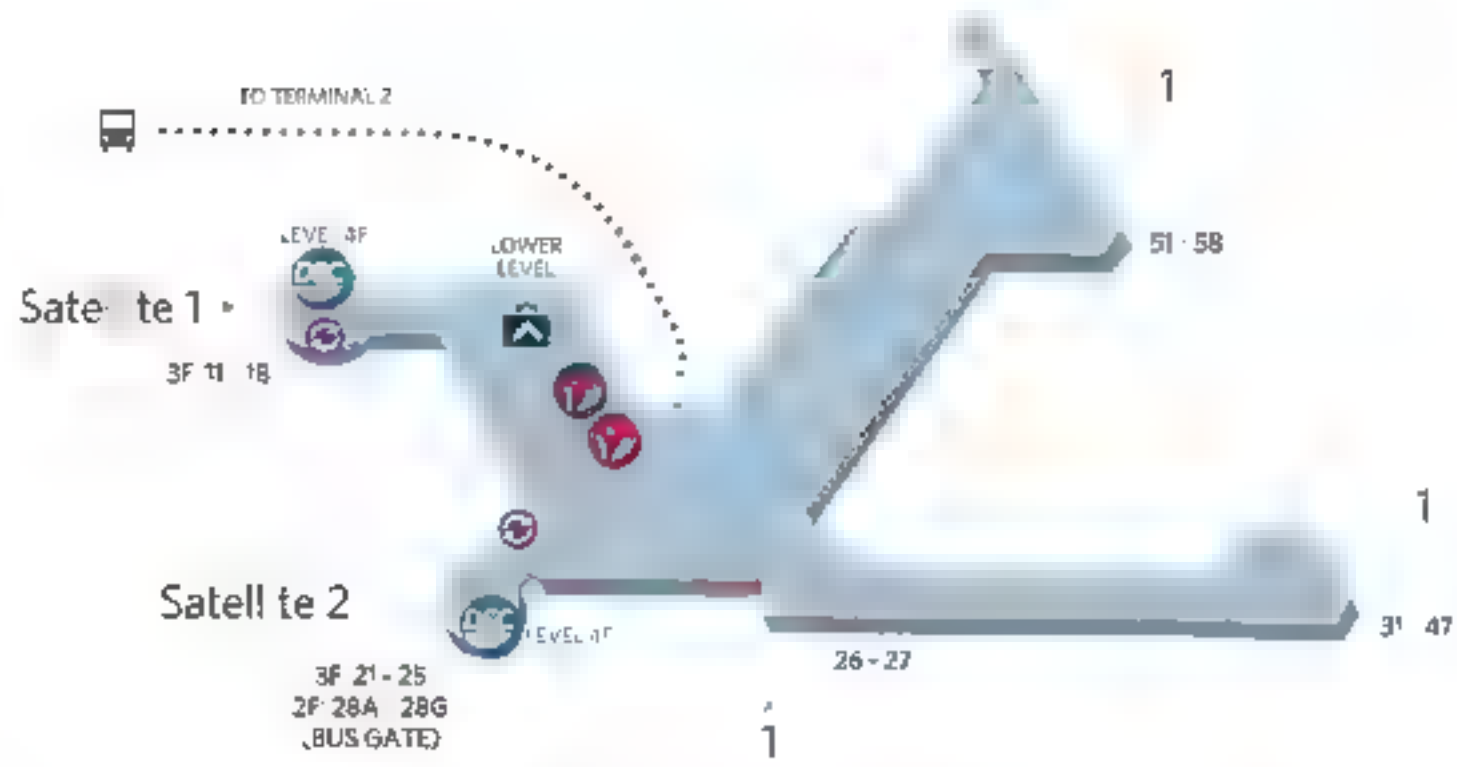
FLYING TO THE U.S.?
Your boarding pass will direct you to the correct gate for required screening.

TOKYO/NARITA
International Airport

GATE 11 TO 47 = 14 MIN

DELTA
SKY CLUB

#1 Satellite 4F
#2 Satellite 4F



GETTING THERE

LHR
Miles to city center: 16
By taxi: 45 minutes
By underground metro: 50 minutes
By train: 35 minutes

CDG
Miles to city center: 19
By taxi: 45-50 minutes
By bus: 1 hour
By train: 45 minutes

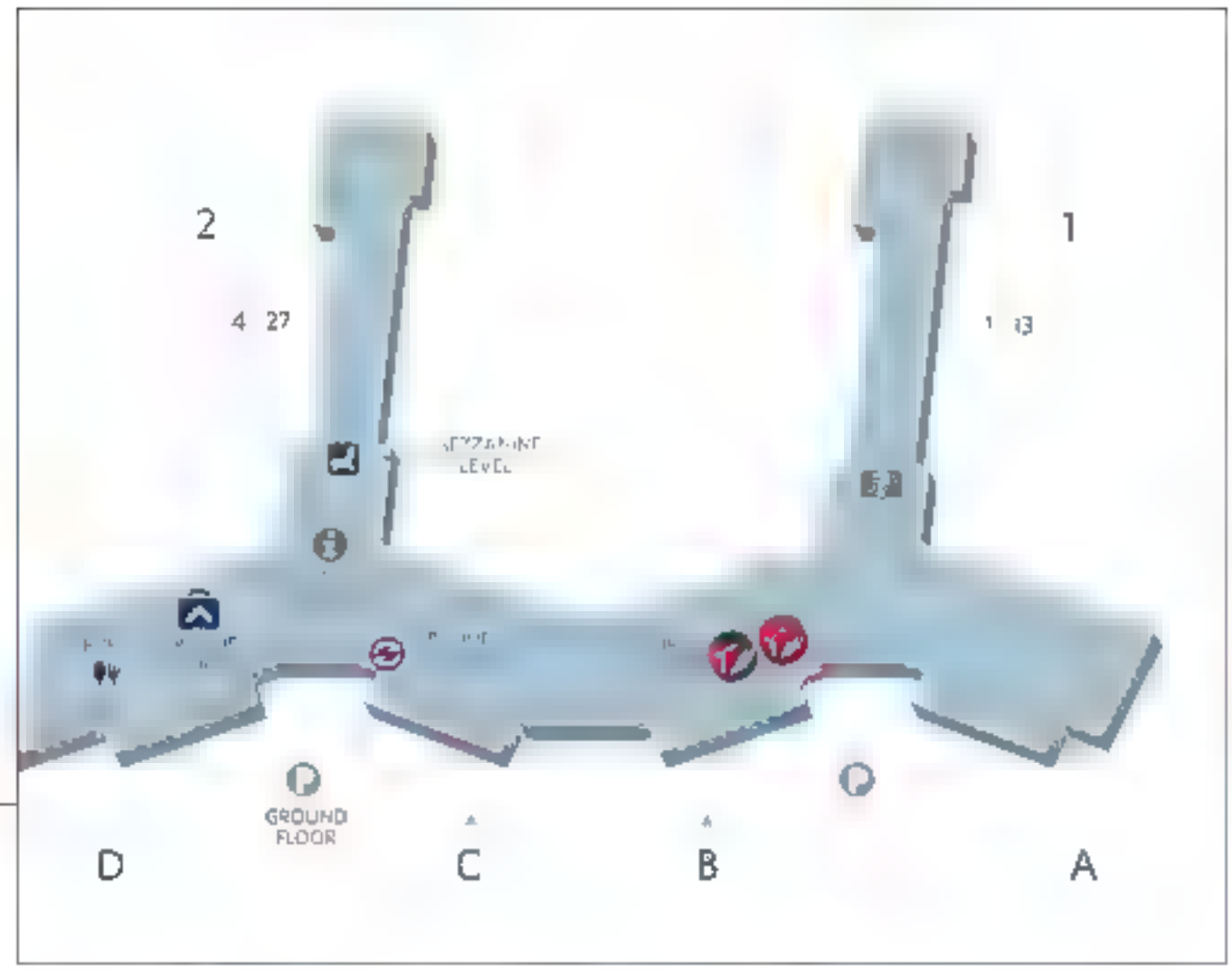
AMS
Miles to city center: 9
By taxi: 30 minutes
By bus: 25-40 minutes
By train: 15-20 minutes

NRT
Miles to city center: 45
By taxi: 90 minutes
By bus: 100 minutes
By train: 60-90 minutes

TERMINAL GUIDES

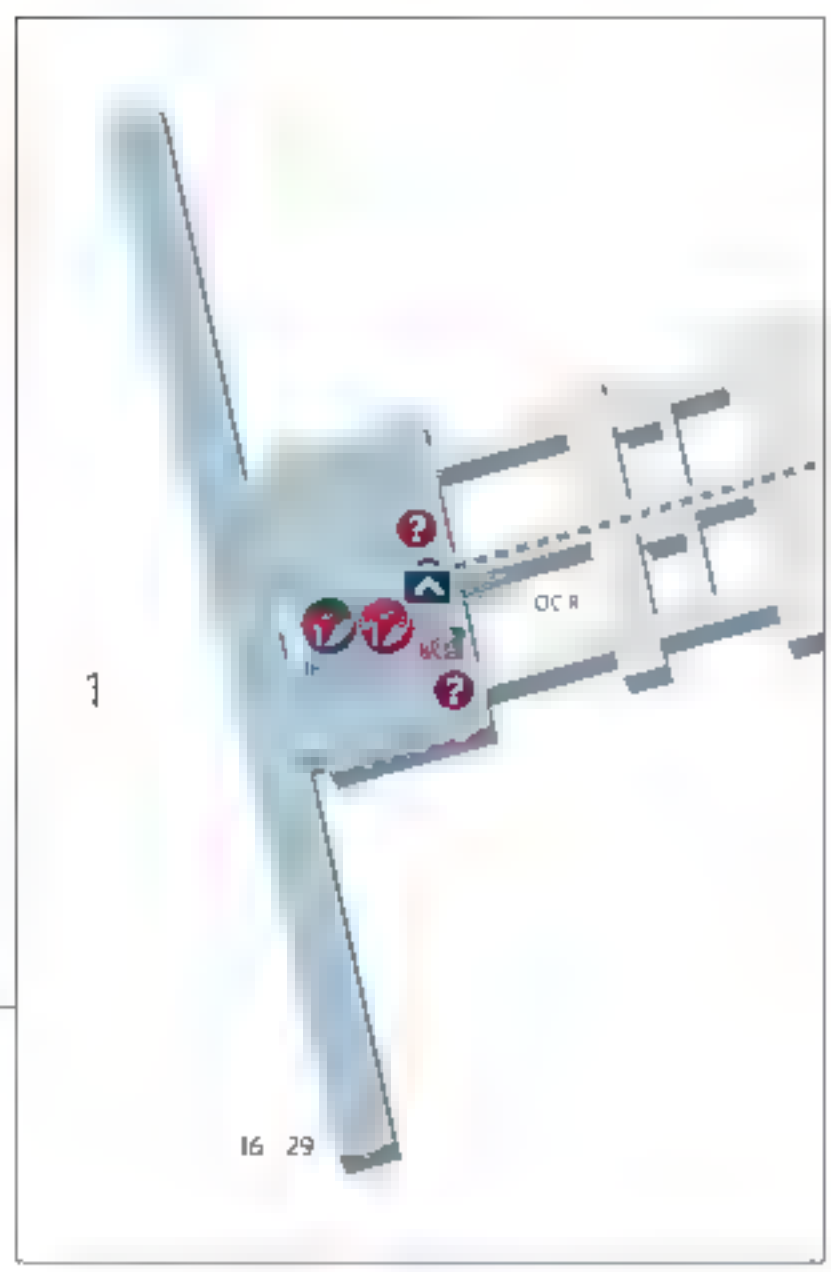
SÃO PAULO-GUARULHOS
International Airport

GATE 1 TO 26 = 30-40 MIN.



SHANGHAI PUDONG
International Airport

GATE 14 TO 29 = 10 MIN.



MEXICO CITY
International Airport

GATE 52 TO 62 = 5-10 MIN.

GETTING THERE

GRU
Miles to city center: 5
By taxi: 1-3 hours
By bus: 1-3 hours
By train: no train

PVG
Miles to city center: 25
By taxi: 40-60 minutes
By bus: 60 minutes
By train: 60-70 minutes

MEX
Miles to city center: 7
By taxi: 40-45 minutes
By bus: 60 minutes
By train: 50 minutes

PASSENGER INFORMATION

Automated Passport Control (APC)

Background:
Automated Passport Control (APC) kiosks are an efficient self-service technology that helps expedite international arrival processing for customers, including families traveling together. Passengers provide a scan of their passport(s), capture a photo, respond to customs declaration questions, confirm flight details, and claim a receipt for presentation to the CBP officers as a final step of their processing.

Delta Locations:
Hartsfield-Jackson Atlanta International Airport (ATL), New York/John F. Kennedy International Airport (JFK), Seattle-Tacoma Airport (SEA), Minneapolis-St. Paul International Airport (MSP), Detroit Metropolitan Wayne County Airport (DTW), Los Angeles International Airport (LAX). Additional CBP locations: AUA, AUH, AUS, BOS, CLT, DEN, DFW, DUB, EWR, FJL, IAD, IAH, LAS, MCO, MDW, MIA, NAS, ORD, PHL, PHX, RMD, SAN, SFO, TPA, YEG, YUL, YVR, YYZ

Eligibility:
All U.S. Citizens, U.S. Lawful Permanent Residents, Canadian Citizens and International Visitors from Visa Waiver Program countries are eligible to use APC kiosks. Visa Waiver Program visitors must have Electronic System for Travel Authorization (ESTA) approval prior to travel and have visited the United States on at least one occasion after 2008. Visit **cbp.gov/travel/apc** for more information.

Mobile Passport Control (MPC)

Easy, Quick U.S. Entry for Arriving International Passengers

Background:
Mobile Passport Control (MPC) is another efficient self-service technology that enables passengers to submit their passport and customs declaration information via their smartphone or tablet rather than via Automated Passport Control (APC) or CBP Form 6059B. MPC offers a more efficient and secure in-person inspection between the U.S. Customs and Border Protection (CBP) officer and passenger upon arrival in the United States.

Delta Locations:
Hartsfield-Jackson Atlanta International Airport (ATL), Seattle-Tacoma Airport (SEA).

Eligibility:
All U.S. Citizens with a valid U.S. passport, and Canadian Citizens with both a valid Canadian passport and B1 or B2 Visa status, are eligible to use MPC. To download the MPC app, you must have an iOS or Android device that can connect to the internet. The MPC app is available on the App Store and Google Play. Visit **mobilepassport.us** or **cbp.gov/travel/us-citizens/mobile-passport-control** for more information.

Security Streamlined With TSA Pre✓®

Want to cut in line and not feel guilty about it?

TSA Pre✓® is an expedited screening initiative designed to help travelers enjoy a more convenient journey through the airport. If you're eligible and selected by Transportation Security Administration (TSA) to participate, you'll be directed to a dedicated screening lane where you may not need to remove your shoes, jacket or belt or your laptop from its bag.

The program is available at more than 130 airports nationwide. To find out whether an airport offers TSA Pre✓, visit tsa.gov for a full list.

Passengers are selected for TSA Pre✓ on a flight-by-flight basis by TSA. To ensure that you're eligible to be considered, you may:

- Enroll in the Customs and Border Protection (CBP) Trusted Traveler Program, such as Global Entry, NEXUS or SENTRI. Participants are likely to be selected for TSA Pre✓ on a consistent and predictable basis. Plus, these programs provide expedited passport control and customs screening upon arrival in the United States.
- Enroll in the TSA Pre✓ program, which provides participants the benefit of being selected on a consistent and predictable basis.
- Update/add your Secure Flight Passenger Data, and if applicable, your Department of Homeland Security assigned Known Traveler Number (KTN) or PASSID to your SkyMiles profile at delta.com/profile.
- If you participate in a CBP Trusted Program and are not a SkyMiles member, simply provide your KTN or PASS ID within each reservation at the time of booking.

If selected, your boarding pass will include a TSA Pre✓ indicator.

Participating in one of the CBP Trusted Traveler programs or the TSA Pre✓ application program offers the best chance to receive expedited screening. For more information about TSA Pre✓, visit **delta.com/tsaprecheck.**

Global Entry

Easy, Quick U.S. Entry for Arriving International Passengers

Save time entering the United States by using U.S. Customs and Border Protection's Global Entry program. This voluntary program allows preapproved, low-risk travelers to clear the entry process in minutes using automated kiosks.

Passengers participating in a reciprocal program with the following countries can also access the Global Entry kiosks: Germany, Mexico, the Netherlands, Panama, Peru, and South Korea. Canadian citizens and residents are eligible to access Global Entry kiosks through membership in the Nexus program.

For Global Entry information and to apply, go to **globalentry.gov.**

FOR PASSENGERS NOT ELIGIBLE FOR AUTOMATED PASSPORT CONTROL (APC)

CBP Form 6059B Customs Declaration
Before arriving in the United States, each traveler or head of family in possession of a visa or arriving under the visa waiver program for the first time is required to fill out a CBP Form 6059B Customs Declaration. Most of the questions can be answered with a "yes" or "no." The form must be signed and dated. Please print legibly using black or blue ink. Entries must be made in ENGLISH and in ALL CAPITAL LETTERS. The Customs Declaration Form will be distributed during the flight.

Upon Arrival
In addition to passport and document processing, all international visitors will have their fingerprints scanned by an inkless device and a digital photograph will be taken. This will add only seconds to the overall entry process.

Antes de llegar a los Estados Unidos, se le solicita a cada viajero o jefe de familia **que posea una visa, o que llegue a través de programa de exención de visa por primera vez** completar el Formulario CBP 6059B Declaración de aduana. La mayoría de las preguntas pueden ser contestadas con "sí" o "no". Se debe firmar el formulario y colocar la fecha. Escriba de manera legible, con tinta negra o azul. Las entradas deben realizarse en INGLÉS y en LETRAS MAYUSCULAS. El Formulario de Declaración de aduana será distribuido durante el vuelo.

抵达美国时，[illegible]入抵达的每位旅客或户主，都需要填写美国海关与边防局 6059B 海关申报表 (CBP Form 6059B Customers Declaration)。大部分问题都可以回答"是"或"否"。该海关申报表必须签署姓名和日期。请用黑色或蓝色水笔填写清楚。必须全部用英文大写字母填写。《海关申报表》(Customs Declaration Form) 将在飞行期间分发。

Antes de chegar nos Estados Unidos, todo viajante ou chefe de família **portando um visto ou chegando sob o programa de isenção de visto pela primeira vez** deve preencher o Formulário de Declaração da Alfândega CBP 6059B. A maioria das perguntas pode ser respondida com um "sim" ou "não". O formulário deve ser assinado e datado. Escreva de forma legível, usando caneta de tinta azul ou preta. As informações devem ser registradas em INGLÊS e em LETRAS MAIUSCULAS. O Formulário de Declaração da Alfândega deve ser distribuído durante o voo.

WHO'S GAME?

A FEW HAPPY DISTRACTIONS

BRAIN TEASERS

See if you can solve these problems before your fright ands!

1

50 x 50 x 50 x... (where there are a hundred 50 s) is how many times 100 x 100 x 100 x... (where there are fifty 100's)?

(a) 25 x 25 x 25 x...
(where there are fifty 25's)

(b) 4 x 4 x 4 x...
(where there are fifty 4's)

(c) 2 x 2 x 2 x
(where there are fifty 2's)

(d) 1 time

(e) None of these answers is correct

2

Fill in the blanks
In spite of the _____ of her presentation, many people were _____ with the speaker's concepts and ideas

(a) interest... enthralled

(b) power... taken

(c) intensity ... shocked

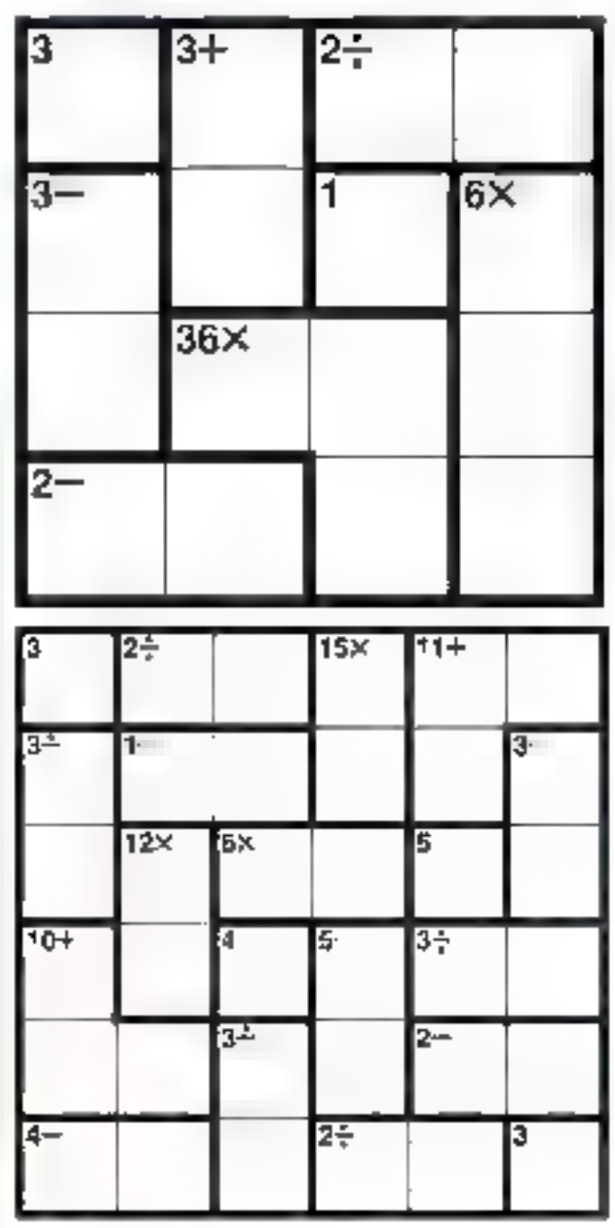
(d) greatness ... Gratified

(e) strength ... bored

Answers 1 (d); 2 (a)

Kenken

Answers on page 61



Sudoku

Answers on page 61

EASIER

			3			9	1	
5	3			7		6		8
6			1	8				
				1			3	
9	8		6	3	4		2	1
	6			2				
				5	3			4
7		8		6			5	9
	5	6			7			

HARDER

9				1				
		4			2			6
	5			4				3
5	2			8	4			
	1	7		6		8	5	
			7	5			6	2
6				7			4	
7			1			3		
				2				5

Rules for Kenken

1. Each row and each column must contain the numbers 1 through 4 (easier) or 1 through 6 (harder) without repeating
2. The numbers within the heavily outlined boxes, called cages, must combine using the given operation (in any order) to produce the target numbers in the top-left corners
3. Freebies. Fill in single-box cages with the number in the top-left corner

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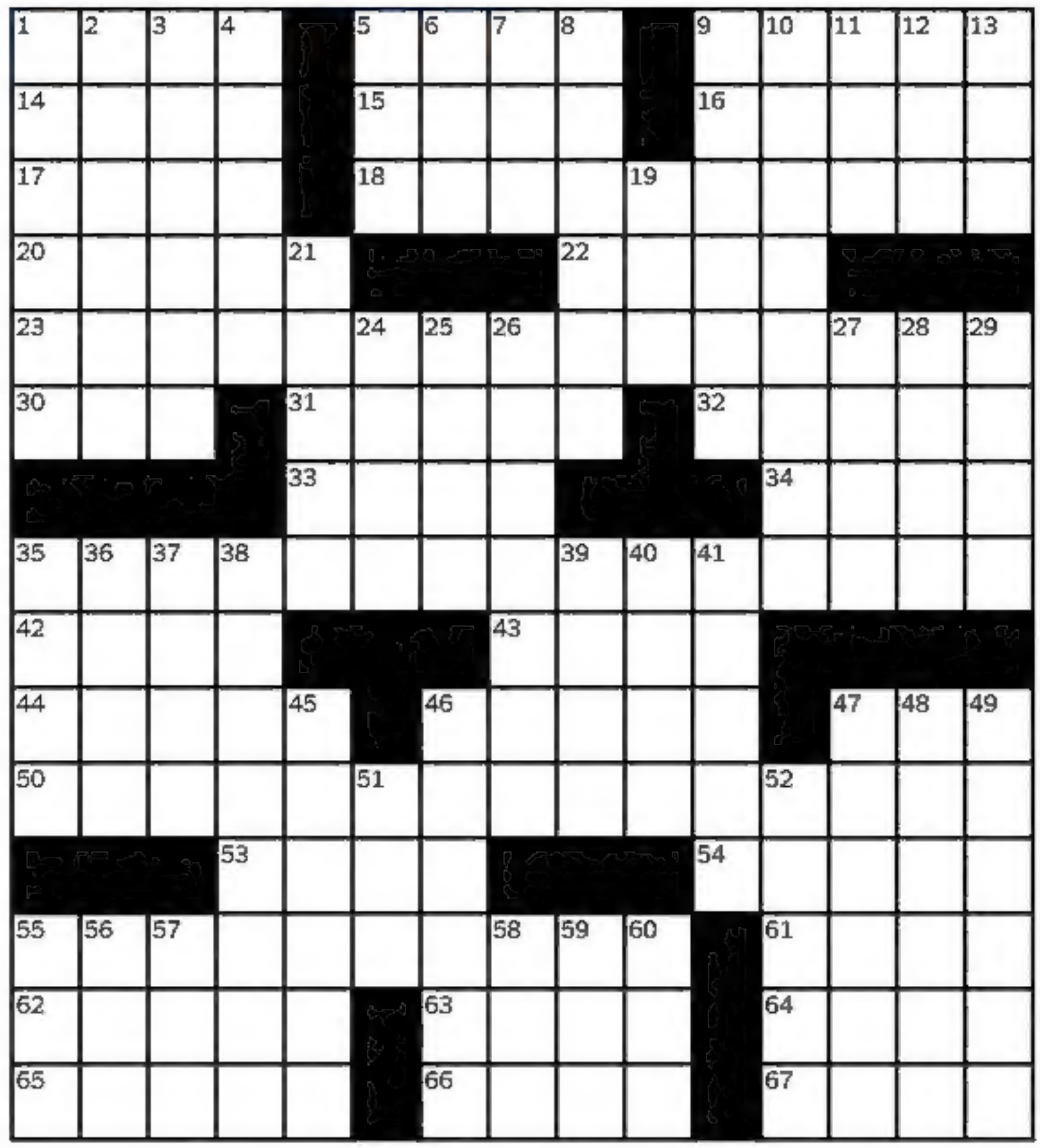
WHO'S GAME?

EDITED BY WILL SHORTZ

(Answers on page 61)



Across

1 Treat similar to a Yodel
5 What RuPaul dresses in
9 Extent
14 Big name in computers
15 Gentle hill
16 "Congrats!"
17 Shoulder muscle, informally
18 He played one of the lead roles in the film version of 50-/55-Across
20 Gambler's last words?
22 Tattled
23 Writing style popularized by 35-Across
30 Native Nebraskan
31 Flagmaker Ross
32 Misrepresent
33 Fragrant neckwear
34 Bone below the elbow
35 Author of 50-/55-Across
42 "Looking at it differently . . ." to a texter
43 "___ kleine Nachtmusik"
44 How some right turns are made
46 One who sniggles
47 *Toy Story* dinosaur
50 See 35-Across
53 Some Wharton degs.
54 Image on the last page of an alphabet book
55 See 35-Across
61 Flimflam
62 Aussie known for sleeping most of the day away
63 Elegance
64 Leviathan-like
65 Physicist Mach
66 Something cooked in a slow cooker
67 Summers on the Seine

Down

1 Tried
2 Spotted cat
3 "Not a chance!"
4 Baseball slugger David known as Big Papi
5 NBA star who started in the ABA
6 1982 double-platinum Duran Duran album
7 Bat wood
8 Aristocrats
9 Space station that crashed in 1979
10 Get cozy together
11 Laudatory verse
12 Punch in the face, informally
13 Subj. of a thought experiment
19 Result of a 1995 Québec secession referendum
21 Aristocrat
24 Razz
25 Soulful Redding
26 Company that built the Unisphere for the 1964-65 New York World's Fair
27 Woes of society
28 ___-Japanese War
29 Signify
35 Foot for the Greek god Pan
36 ___ *Reader* (alternative magazine)
37 Romance novelist Roberts
38 Long johns
39 Big city on the Big Island
40 Draft classification
41 Neighbor of the Ricardos on *I Love Lucy*
45 Pats lightly
46 Famous flops of the '50s
47 Barbecue beef choice
48 Make hot under the collar
49 Event featuring motocross and snocross
51 Maritime org.
52 Pronoun with a slash
55 "Likable" prez
56 Neither's partner
57 PC linkup
58 Eviscerate
59 Give the boot
60 Darn, e.g.

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